

Austria	Sh. 18	Indonesia	Rp. 2500	Portugal	Esc. 80
Belarus	Dr. 0.50	Italy	S. Arabia	Rs. 5.00
Belgium	BF. 42	Japan	Yen 550	Anguilla	Rs. 4.10
Canada	CA\$1.00	Jordan	JD 500	Lebanon	Rs. 110
Cyprus	CT\$ 0.00	Korea	Rs. 500	Malta	Rs. 30
Denmark	DK 7.25	Lithuania	Lt. 8.00	Sweden	Sk. 2.20
Egypt	£ 1.00	Luxembourg	Fr. 4.25	Switzerland	Fr. 2.20
Finland	Fr. 5.00
France	Fr. 2.20	Morocco	Dir. 4.25	Tunisia	DT 1.20
Germany	DM 2.20	Moscow	Rs. 2.50	Turkey
Greece	Dr. 7.20	Monaco	Fr. 2.00
Hong Kong	HKS 12	Moscow	Rs. 2.50
India	Rup. 15
Philippines	Pes. 20	U.S.A.	\$1.50

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,752

Monday October 14 1985

D 8523 B

World news

Business summary

U.S. to review missiles treaty

The Reagan Administration is to reconsider its claim that the development of space weapons such as those in the "star wars" Strategic Defense Initiative is authorised by the 1972 Anti-Ballistic Missile (ABM) Treaty.

The Administration modified its position after a hostile reaction from its allies, members of Congress and arms control experts.

President Ronald Reagan had said in his weekly radio broadcast that both research and testing of SDI projects were permitted under the terms of the Treaty. Page 3

Anti-missile clash

Dutch police said they arrested 26 anti-nuclear demonstrators after clashes at a base at Woensdrecht, southern Netherlands, where cruise missiles may be deployed if the Dutch Government decides to accept them.

Bush in Peking

U.S. Vice-President George Bush arrived in Peking for the start of a six-day visit intended to strengthen trade ties between the two countries despite differences on Taiwan. Page 3

Mandela release call

South Africa's main white opposition party, the Progressive Federal Party, and the African National Congress (ANC) issued a joint statement calling for the release of Nelson Mandela and other jailed dissidents after a day of talks in Lusaka, the Zambian capital.

Poles vote

Solidarity leaders Jacek Kuron and Zbigniew Romaszewski were detained by police for questioning as Polish officials reported a satisfactory turnout in the general elections which the banned trade union movement had attempted to boycott.

W. German protests

West German unions representing nearly 6m workers today begin a week of action in protest at the record unemployment level of 2.3m, climaxing next Saturday with rallies in 18 cities.

Tamil peace summit

Sri Lanka's peace talks on the communal violence involving the Tamil population depend on a meeting between President Jayewardene and Mr Rajiv Gandhi, the Indian Prime Minister, during the Commonwealth conference starting this week in the Bahamas, a Tamil leader said in New Delhi.

Award for mayor

Jerusalem mayor Teddy Kollek was awarded a DM 25,000 (\$9,500) prize by the German Publishers' and Booksellers' Association for his efforts to create peace between Arabs and Jews.

Air emergency

Several people were injured when a Kuwait Airways plane flying to Kuwait had to turn back to Hanover Airport for an emergency landing after detecting an engine fault.

Minister attacked

Switzerland's Foreign Minister Pierre Aubert had been strongly criticised both at home and in Egypt for a statement earlier this month that Cairo had asked him to act as a go-between in the Middle East peace process.

PLO low on funds

The Palestine Liberation Organisation is close to bankruptcy because some Arab countries have not made their promised financial contributions, a PLO official told a Qatari newspaper.

Soviets unafraid

The AIDS epidemic scare which has swept the West is not a threat in the Soviet Union, according to a Soviet newspaper.

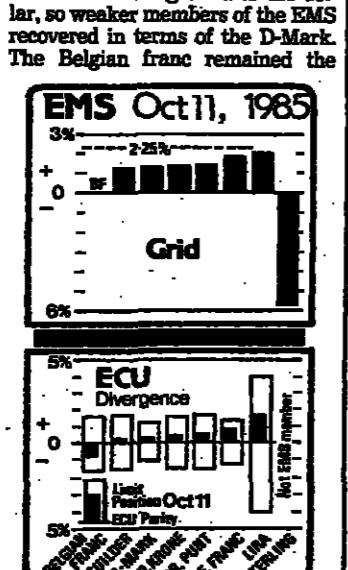
Daimler and AEG link in major deal

DAIMLER BENZ, West German vehicles manufacturer, and AEG, electricals concern, are to be linked by a major industrial deal which the boards of both companies approved this weekend.

Details of the agreement will be announced at a press conference today in Stuttgart, but it is understood that Daimler is likely to have taken a majority stake in an estimated DM 1bn (\$335m), and would create West Germany's biggest industrial enterprise. Page 18

EUROPEAN Monetary System: Most currencies were a little weaker against the dollar, despite further central bank intervention. As the D-Mark lost ground to the dollar, so weaker members of the EMS recovered in terms of the D-Mark. The Belgian franc remained the

EMS Oct 11, 1985



details, and its future economic programme remains vague.

FRANCE'S ruling Socialist party quietly buried much of its ideological past over the weekend in an effort to project the more modernist image of a party in the main stream of the European social democratic movement, writes David Housego in Toulouse.

Drawing on the lessons of its four

years in government and of its split with the French Communists, the party also for the first time began to define the conditions under

which it might participate in a coalition government with groups from the centre or the right.

The changes were reflected in a

policy motion adopted unanimously

by the party at the end of its biannual congress yesterday. The motion commits the party to the

concept of a market-oriented economy and re-enforcing French competitiveness, while providing a social safety net, to protect the

weak well-off.

But the party avoided discussions

of details, and its future economic

programme remains vague.

M Michael Rocard, the Socialist leader who has pressed hardest for

the changes in party doctrine, said

afterwards that the party was no

longer committed to two versions of

socialism: "One in government, the

other in opposition: one of manage-

ment, the other of Utopia; one

bound by the constraints of the day-

to-day, the other condemned to the

knife-blows in his speech which tool

delegates' breath away.

He claimed the repeated ap-

plause at the congress for the Gov-

ernment's success in bringing down

the inflation rate was "a clear sign

of a cultural change in the party."

After months of internal squab-

bles, the Socialists celebrated their

reform unity in a closing ceremony

in which delegates cheered the par-

ty leaders who stood arm in arm on

the rostrum clutching roses - sym-

bol of the French Socialists. The

congress is the last before the

March parliamentary elections, and

the party was visibly relieved to

end it on a note of harmony, before

the battle for votes begins.

Despite this display of camaraderie the congress brought into the open the sharply conflicting ambitions of M Rocard and M Laurent Fabius, the Prime Minister, who is to be nominated as the party's future presidential candidate. M Fabius in particular dealt a blow to M Rocard by his speech which tool

delegates' breath away.

It was none the less M Fabius

who most successfully used the con-

ference to re-establish his authority

over the party - an authority that

had been badly damaged by the

Greenpeace affair. In a carefully

prepared and delivered speech, he

set the framework for the party's

selection campaign and made clear

that it was he who would be leading

the party into the future.

He gave French backing to the

idea of a European public works

programme - aimed particularly at

the transport sector - as a way of

reinforcing international

co-operation and growth. In coded lan-

guage designed to cut the ground

from the right's denationalisation

programme, he made clear that the

Socialists were also prepared for

public sector enterprises to be

transferred to private ownership.

By contrast M Rocard failed to

translate fully into party terms the

substantial gains he had made in

the public opinion polls. He fluffed

his major speech on Friday and on-

ly partially redeemed himself with a

more successful performance on

Sunday.

The shift in doctrine from the gen-

eral, open-hearted socialism with

which the party came to power

to the sharply conflicting ambitions

of M Rocard and M Laurent

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OVERSEAS NEWS

Greeks seek big cut in current account deficit

BY ANDRIANA IERODIAKONOU IN ATHENS

THE GREEK socialist Government, which on Friday devalued the drachma by 15 per cent and introduced a bank deposit on a range of imports has said it hopes to reduce the country's current account deficit to \$1.6bn by the end of 1987, with an intermediate goal of \$2bn by the end of next year.

Mr Costas Simitis, the Economy Minister, admitted following the devaluation that the current account deficit is expected to reach \$2.5bn this year. The Government's target was \$1.7bn. The deteriorating balance of payments picture reflects a continued decline in vital invisible earnings from shipping and immigrant workers' remittances, along with an increase in imports and a decrease in exports.

The minister did not rule out a further slide in the drachma's value, depending on the competitiveness of the Greek economy.

The Government also hopes to trim the public sector deficit (expected to top 18 per cent of GNP this year) by four percentage points by the end of

1986. Friday's measures included a watering down of the system of partial wage indexation. The Government has also said it intends to limit public spending drastically in the 1986 budget.

Friday's austerity package, of which the devaluation was one part, was not unexpected. As early as the end of August, Mr Spyros Papandreou, the Prime Minister, had warned that stabilisation measures were needed to stem rising foreign borrowings caused by runaway current account deficits, coupled with declining private capital inflows.

According to the Bank of Greece, the foreign debt virtually trebled to \$12.956bn between 1978 and the end of 1984. Independent estimates placed Greece's foreign debt at more than \$18bn at the end of last year.

According to Mr Simitis, Greece has held consultations with the European Commission about the new import deposit requirement, whose purpose is to restrict import activity.

Turnout in Polish vote disputed

By Christopher Bobinski in Warsaw

POLAND VOTED yesterday in the first parliamentary elections since martial law was imposed and Solidarity banned four years ago.

The Government and Mr Lech Wałęsa, the Solidarity leader, made conflicting claims about the turnout. Solidarity, which had urged people to boycott the elections, says it will verify independently the results announced by the Government.

The elections provide Poles with the unusual choice of 220 officially approved candidates for 416 seats, with a "national list" of 50 leading politicians for which Sir Michael, as much

as any other person, was responsible.

As the permanent representative since 1979, when Mrs Thatcher made her famous demand in Dublin for a budget refund, he had to lead the battle through the intricacies of EEC budget theory and practice, and against the entrenched positions of both net beneficiaries from the budget, and true believers in maintaining the traditions of Europe.

It was not a battle which won him many friends, although he did earn considerable respect.

He left Brussels at the weekend convinced that the British budget deal would stand the test of time—for, by 1987, when it has to be renegotiated, France

— "You cannot think of a reform which will not leave the European Parliament frus-

PERMANENT REPRESENTATIVE TO EEC RETIRES

Britain's budget-battler quits field

By QUENTIN PEEL IN BRUSSELS

BRITAIN'S formidable permanent representative to the EEC in Brussels, Sir Michael Butler, must have appreciated the timely farewell gesture made by the European Commission last week.

On the eve of his retirement, the Commission published a "rectifying letter" to the 1986 Community budget, showing that the UK would get back an extra £60m (£150m) in reduced budget contributions—thanks to the deal agreed at last year's Fontainebleau summit.

There is very little any other member state can do about the matter, for the Commission is simply applying the letter of the Fontainebleau agreement for which Sir Michael, as much

and West Germany will also be substantial net contributors to EEC spending with every interest in keeping that situation under control.

As an intellectual master of detail, and with a capacity for a clear and logical analysis of the most complex technical issues, Sir Michael was in many ways ideally suited to the grindstone of Brussels diplomacy.

His very dry and decided Wykehamist sense of humour, backed up a distinctly British view of the Community as above all a common market for the exchange of goods and services, was on occasion lost on his Continental colleagues.

He left Brussels at the weekend convinced that the British budget deal would stand the test of time—for, by 1987, when it has to be renegotiated, France

— "traded," he remarked recently, about attempts to give MEPs more authority. "That is their role."

The thoughts of Sir Michael on all the years of British membership of the EEC are likely now to receive a wider audience, for he is writing a book in which he promises not to be dull, but to reveal some of the cut and thrust behind the Brussels barricades.

His successor in Brussels, Mr David Hannay, is a fellow product of Winchester and Oxford, whose expertise in the intricacies of EEC affairs is probably second only to Sir Michael's. But he, at least, may not have quite such a bloody budget battle to fight again.

Eureka projects need FF 50bn in funding

By PETER MARSH IN LONDON AND DAVID MARSH IN PARIS

A TOTAL of about FF 50bn (54.4bn), half of it from government sources, will be needed to back projects in Eureka, the proposed pan-European research programme, according to M. Yves Sillard, director of Eureka programmes at the French Research and Technology Ministry.

M. Sillard says the cash should be spent on individual projects, each of which could involve spending of between FF 50m and FF 2bn, over the next five or six years.

The funding of Eureka, which France proposed earlier this year to knit together European efforts in areas of strategic research such as transport systems and elec-

tronics, is the subject of a conference today in London attended by 18 European nations.

While France has said it will make available FF 1bn for Eureka projects, the British Government, which is hosting today's meeting, is reluctant to discuss the details of financing the programme.

Today's meeting is intended to explore the ground for participation in funding by private groups. Each country is expected to send two delegates, one from industry and the other from the banks or world

The 18 countries due to attend the meeting, which is a prelude to a ministerial conference on Eureka in Hanover early next month, are: Britain, France, West Germany, Italy, Luxembourg, Ireland, Belgium, the Netherlands, Greece, Denmark, Portugal, Spain, Finland, Norway, Sweden, Austria, Switzerland and Turkey.

The exact form Eureka will take is still somewhat hazy. Key issues still to be resolved include:

- Availability of state finance. British companies such as Thorn EMI and GEC and others elsewhere in Europe are worried that they may be put at a disadvantage by entering research consortia in which partners from other countries receive state funds while they have to ask the private sector for money.
- Nature of projects. Some countries appear to favour product-oriented research schemes, aimed at involving groups from different countries in the development of, for instance, new supercomputers or medical lasers.

An alternative view, espoused by the British Government, is that Eureka should support only "infrastructure" projects—for example high-speed trains or radio-navigation systems for road vehicles—that are relevant to the whole of Europe and which involve a broad mixture of technologies with commercial relevance.

- The role for financial institutions. Most observers think such organisations would be most reluctant to back projects at an early stage of research. They may, however, be prepared to support development activities which seem likely to provide products within, say, a couple of years.

Editorial comment, Page 16

Inflation rate below 4% forecast for EEC

By Our Brussels Correspondent

AVERAGE inflation throughout the EEC should drop to under 4 per cent next year, compared with 4.5 per cent in 1984, according to the latest economic forecast by the European Commission.

Success in tackling inflation has been registered in all 10 member states, with a continuing reduction in their differentials underpinning the relative stability of currency exchange rates within the European monetary system.

Economic growth within the Community is also expected to accelerate slightly—to 2.5 per cent next year, compared with 2.3 per cent in 1984—an improvement entirely attributable to the expansion of internal demand.

In spite of boasting a large external trade surplus, forecast at \$24bn in 1984, exports are not expected to contribute to further growth, in line with the general sluggishness of world trade.

The latest inflation forecast by the Commission's economic staff is for 5.2 per cent in 1985, falling to 3.9 per cent next year. That represents a further reduction in the 4.4 per cent forecast last June, thanks to the expected further weakening of the dollar leading to lower import prices.

The forecast assumes a 12-per cent depreciation of the dollar against the basket of currencies in the European currency unit (Ecu) between 1984 and 1986.

The only member state with double-digit inflation is Greece, expected to average 18 per cent this year, and 16 per cent in 1986. Italy remains the next highest, with a forecast decline from 8.6 per cent to 6.5 per cent next year.

Britain, with sterling still outside the exchange rate mechanism of the EMS, is expected to benefit rather less from the decline of the dollar, with a 1986 inflation rate of 4.3 per cent, 0.4 of a percentage point above the expected Community average.

The expansion of employment is expected to halve the increase in the rate of unemployment, 11.2 per cent this year, but not enough to reduce it significantly.

There should, nonetheless, be an increase in real disposable household incomes, the Commission suggests, rising by 2.3 per cent.

Wages per head are expected to grow by 5.4 per cent against the forecast 3.9 per cent inflation rate.

Investment should rise by 3.7 per cent next year, with investment in equipment rising by 5.6 per cent. However, the construction industry, which actually contracted by 4.1 per cent in the current year because of the bad weather, is only expected to expand by 1.8 per cent next year.

The highest unemployment rate in the Community is expected to remain in the Irish Republic, with 17.4 per cent out of work, followed by Belgium with 14.5 per cent, and Italy and the Netherlands on 13.2 per cent. Britain will remain above the EEC average with 11.7 per cent compared with 10.9 per cent in France and 8 per cent in West Germany.

Poorest nations fail to win promises of increased aid

By WILLIAM DULFORCE IN GENEVA

THE WORLD'S poorest countries have failed to win firm pledges that the leading industrialised nations will step up annual aid flows to 0.15 per cent of their gross national products.

A two-week conference called to review progress in a United Nations programme for the 36 least developed countries (LDCs) ended Saturday with an appeal to donor countries to "make every effort necessary" to meet the 0.15 per cent target or to double aid allocations compared with the 1976-80 period.

Both the U.S. and Britain dissociated themselves from the appeal. The U.S. said the targets were false expectations and led to bad development policy management for both donors and recipients.

The Substantive New Programme of Action for the Fourth World—countries adopted in Paris in 1981 aimed at doubling their national incomes during this decade. It assumed an annual growth of 7.2 per cent in their gross domestic product.

The growth rate recorded in 1982 and 1983 was only 2 per cent a year, which against an annual population increase of 2.6 per cent, demonstrates an actual decline in GDP per

capita. Current per capita income of the 300m people concerned is estimated to be only 60 U.S. cents a day.

The LDCs' foreign debt had reached \$35bn by the end of 1983. The International Monetary Fund, noting that the debt servicing ratio had "soared" to 35 per cent, reported to the conference that there was little respect of them return to the market of payments viability and satisfaction rates of economic growth in the foreseeable future.

Some \$2.9bn of the LDCs' development aid due have been cancelled and the conference invited "other donor countries to follow suit."

Six countries—Belgium, Denmark, France, the Netherlands, Norway and Sweden—have fulfilled the 0.15 per cent aid target but the average for the industrialised countries has been stagnant at 0.08 per cent of GNP from 1981 to 1984.

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Devon & Cornwall Survey

29 NOVEMBER 1985

For further details please contact:

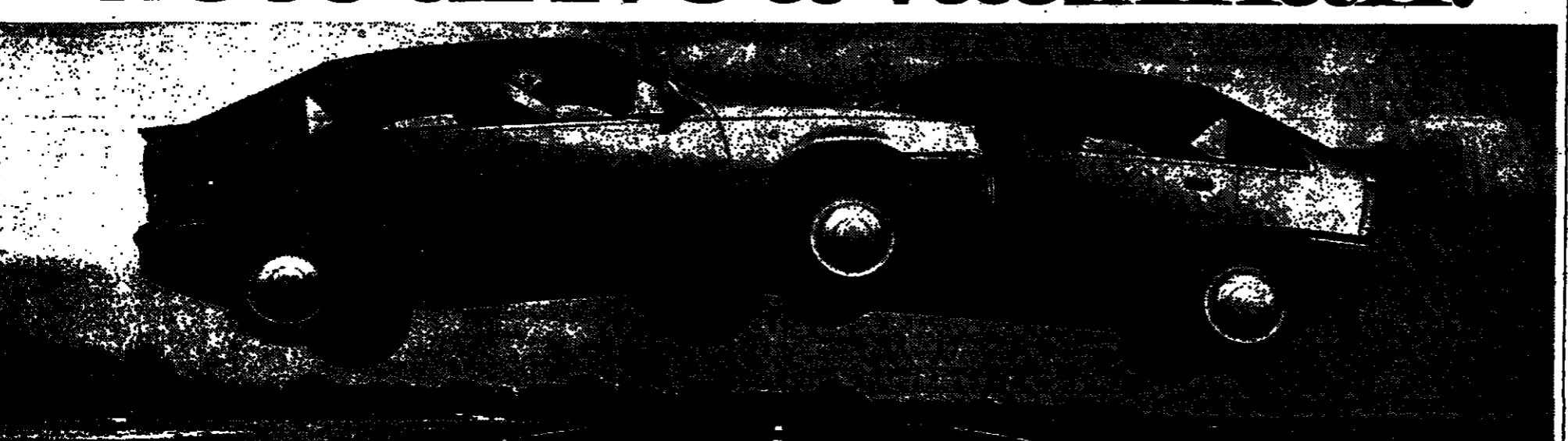
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OVERSEAS NEWS

U.S. to review interpretation of ABM treaty

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THE REAGAN Administration is to take another look at its latest claim that the development of new defensive space weapons is fully authorised by the 1972 anti-ballistic missile (ABM) treaty following a missile launch from U.S. allies, members of Congress and arms control experts, U.S. officials said at the weekend.

President Ronald Reagan persisted in his administration's new interpretation in his weekly radio broadcast on Saturday, stating that both research and testing under his Star Wars programme were "within the terms" of the treaty. Several administration officials, however, appear to be concerned at the outcry that this line has provoked just five weeks before Mr Reagan's summit meeting with Mr Mikhail Gorbachev, the Soviet leader, in Geneva.

The new interpretation was heralded just over a week ago by Mr Robert McFarlane, Mr Reagan's national security adviser, who said in a TV interview that research, testing and deployment of defensive weapons involving new physical concepts, were approved by the treaty and that only deployment was foreclosed.

The administration's position had previously been that the Star Wars programme was justified under the treaty because, for the time being, it involved only research. It was acknowledged that the programme might come up against treaty restrictions in future years, as testing and development proceeded. Some officials had even suggested that the treaty might have to be amended.

The treaty specifically prohibits the "testing, development and deployment" of space-based, sea-based, air-based or mobile land-based ABMs, although research is permitted.

Mr McFarlane's view, however, appears to be that there is a loophole in the form of "an agreed statement" attached to the treaty which permits the research and testing of systems based on "new principles." That, he says, means systems other

than the ground-to-air missiles which were the treaty's main concern at the time.

U.S. officials who support this line also argue that a closer review of the actual negotiating record, carried out in recent weeks in Washington, supports their interpretation. The record shows, too, that the Soviet negotiators did not intend to accept limits on testing and development of "exotic" new systems, such as those foreseen under the Star Wars programme, by the end of the year.

This interpretation, however, has been strongly contested by Mr Gerard Smith, who was the treaty's chief U.S. negotiator, and has led to considerable anxiety in the Nato alliance. Mr Paul Nitze, Mr Reagan's senior arms control adviser, was reportedly questioned sharply on the issue during a trip to Europe last week to brief the allies on preparations for the Geneva summit.

Mr George Shultz, the U.S. State Secretary, is expected to face similar questions. Tuesday's special pre-summit of the Nato Council in Brussels.

Peter Bruce adds from Bonn, Herr Helmut Kohl, German Foreign Minister, reacted sharply at the weekend to the latest interpretation of the ABM treaty.

Bonn is on the verge of formally joining the research programme into Star Wars. Mr Genscher has long been critical of the programme, however, but has managed to get Chancellor Helmut Kohl to agree that West Germany should not become involved in anything which would contravene the ABM accord.

Bonn's interpretation of the treaty is that it does not more than allow research into anti-ballistic missile systems like the one envisaged in the Star Wars programme, and Herr Genscher warned on Saturday that: "I do not think it would be good if one were to alter this interpretation." He said, "a wall of fire" needed to be drawn between research and development.

China set to press trade issues during Bush visit

BY OUR PEKING CORRESPONDENT

THE U.S. Vice President, Mr George Bush, arrived in Peking yesterday for a goodwill visit, giving Chinese officials an opportunity to twist his arm over proposed protectionist legislation in the U.S. and to continue their diplomatic strategies of courting both superpowers, while embracing neither.

Mr Bush is an old China hand, having headed the U.S. liaison office in Peking in the mid-1970s before the U.S. and China established formal diplomatic relations.

The Vice President's itinerary includes a call on his former Chinese language teacher, here. He will also meet with Li Xianian, the Chinese President, who visited the U.S. in July, and Premier Zhao Ziyang.

Trade and Taiwan are the issues most likely to cause disagreement. During the visit, diplomats here have observed that Taiwan has been elevated to the status of "obstacle" by Chinese officials in assessing

How to see PLO delegates as Israeli anger mounts

BY OUR MIDDLE EAST STAFF

SIR GEOFFREY HOWE, the British Foreign Secretary, is to meet two members of the Palestine Liberation Organisation's Executive Committee today in the face of intensified Israeli anger following the hijack by terrorists last week of the Achille Lauro cruise liner.

Yesterday the Foreign Office confirmed that the talks would go ahead as planned with the Rev Elias Khoury, exiled Anglican Suffragan Bishop of Jerusalem, and Mr Mohammed Milheim, expelled mayor of Halhul on the Israeli-occupied West Bank.

They are members of a joint Jordanian-Palestinian delegation invited by Mrs Thatcher

after talks with King Hussein in Amman last month. It also includes Mr Abdul-Wahab Majali, one of Jordan's three Deputy Premiers, and Mr Tahir al-Asari, the Foreign Minister, who is a Palestinian origin.

Coming so soon after the Achille Lauro affair, the talks are bound to cause Mrs Thatcher some embarrassment given the strength of support for Israel on both sides of the House of Commons.

Yesterday Sir Geoffrey defended the decision to hold the meeting saying: "We think that if we are to have a chance of bringing to an end the continuous conflict between

Israel and the Palestinian people—on the basis that Israel's right to exist and to be accepted as a state without question, and on the basis that the Palestinian right to self-determination is accepted—then we have to encourage those men who favour negotiation and moderation and who repudiate violence."

At the time the invitation was issued Mrs Thatcher justified it with the assertion that both had publicly condemned the use of violence and accepted UN resolutions affirming Israel's right to exist.

In practice, neither is believed to have repudiated what the

Palestinian movement calls the "armed struggle."

Yesterday, on the eve of the talks, the Israeli Government made renewed efforts to discredit Bishop Khoury and Mr Milheim.

In Jerusalem information officials showed the foreign press archive film in which Bishop Khoury admitted to having passed on explosives to resistance elements which had resulted in the sacking of medicines. Before deportation he was accused of involvement in a bomb blast at a Jerusalem supermarket in which two people were killed and eight wounded.

Mr Milheim was expelled after a 1980 terrorist attack in Hebron in which six Jewish students were killed, but the action taken against him seemed to observers to be arbitrary.

Yesterday Mr Michael Lathe, chairman of the Conservative Friends of Israel (of which Mrs Thatcher is a member), described the meeting as "useless" because it would not advance the peace process and "dangerous because it confers spurious respectability on an unrepentant organisation which embraces some of the world's most violent killers."

Mr Feisal Aweidi, PLO repre-

sentative in London, said that the two men, like the organisation, had renounced international terrorism, but as members of the Executive Committee could not abandon the principle that "we will fight to liberate our land unless a peaceful settlement is in the offing."

Meanwhile, 51 U.S. Congressmen have urged Mrs Thatcher to drop the recently concluded deal worth about \$4bn under which the UK is to supply Saudi Arabia with 72 advanced Tornado ground attack and interceptor aircraft. In a letter to her, they said that the sale would escalate the Middle East arms race.

Mitterrand on tour of S. America

President Francois Mitterrand of France, who starts a tour of South America today, will renew his call for change in the world monetary system and condemn demands made by the International Monetary Fund (IMF) on developing nations, French officials said. Reuter reports from Brasilia.

M. Mitterrand arrives in Brazil today, where he will spend four days before flying on to Colombia.

France considers that Latin American nations, saddled with a \$360bn foreign debt, should not be forced to repay their debts at the cost of poverty and stalled economic development, French diplomats said in Brasilia.

"M. Mitterrand will insist on the identity of views between Brazil and France on the external debt issue but will resist (President Jose) Sarney's attempts to lead him into an anti-IMF crusade," one diplomat said.

ANC hails opposition group's visit

By Patti Waldmeir in Lusaka

THE visit by the leader of South Africa's white parliamentary opposition and party colleagues to Lusaka for unprecedented talks with the African National Congress was hailed yesterday as a step to "break the apartheid base" in South Africa. However, it was clear that the two sides had found little common ground on the central issue of how apartheid should be dismantled.

Both Dr Frederick van Zyl Slabbert, the leader of South Africa's Progressive Federal Party, and Mr Alfred Nzo, ANC secretary general, stressed the "extreme usefulness" of the talks when they addressed a joint Press conference yesterday following talks on Saturday.

Mr Nzo said he had been told to have been sharp contrast to that adopted by the ANC in the past when it has bitterly attacked Dr van Zyl Slabbert as too moderate.

Dr van Zyl Slabbert, who headed a four-man PFP delegation, is understood to have solicited the views of the ANC on its willingness to participate in a broad-based "national convention" to work out a constitution for a "united radical and democratic South Africa."

The PFP and Chief Gatsha Buthelezi, whose Indian supporters are accused by the ANC of colluding with the apartheid authorities, have recently formed a "convention alliance" to promote the idea of a "negotiated settlement" to the South African crisis through a national convention.

Mr Nzo made it clear that Chief Buthelezi's participation in the PFP-backed convention alliance is a major barrier to ANC participation.

Dr van Zyl Slabbert, offered to brief President F. W. de Klerk on the outcome of the talks. Asked what his meeting with the ANC could be expected to achieve, he said it was his party's role to try to bring about a "change of attitude" among whites and implied that a better understanding of the objectives of the ANC would help.

The two sides said they had differed on the issue of the use of violence and the use of economic sanctions to bring about fundamental change in South Africa. They left the door open for possible future talks.



Mr Gandhi: Britain 'the odd one out'

reaching economic sanctions.

President Julius Nyerere, of Tanzania, proposed that these should include a ban by Commonwealth countries on South African agricultural exports and the cutting of civil air links with Pretoria.

Mr Thatcher, however, is

expected to resist the call for economic sanctions in her talks with Mr Ghandi at Downing Street today and tomorrow, on the grounds that they would harm the black community more than the white, would damage neighbouring black economies, and would stiffen Pretoria's resistance to change.

On the question of Sikhs in Britain, Mr Gandhi is specially concerned that the activities of these extremists, who have little support in India, should not upset the recent agreement he made with Sikh leaders on their claims for the Punjab.

Other subjects to be discussed

will include threats posed by international terrorism, India's

concern that Pakistan is developing a nuclear bomb with the

help of the U.S. and India's concern about the international monetary system.

India will also urge the UK to do more to correct a trade imbalance between the two countries. Last year Britain's exports to India totalled \$781m and its imports \$571m, leaving this year because UK exports have risen 21 per cent in the first eight months.

Mr Gandhi may also mention his Government's concern about a six- to nine-month delay in the construction of a power station at Rihand in northern India by Northern Engineering Industries of the UK under a £230m turnkey contract.

The UK gives India £110m in aid grants a year, more than it

provides for any other country

and more than India receives from any other country. It also

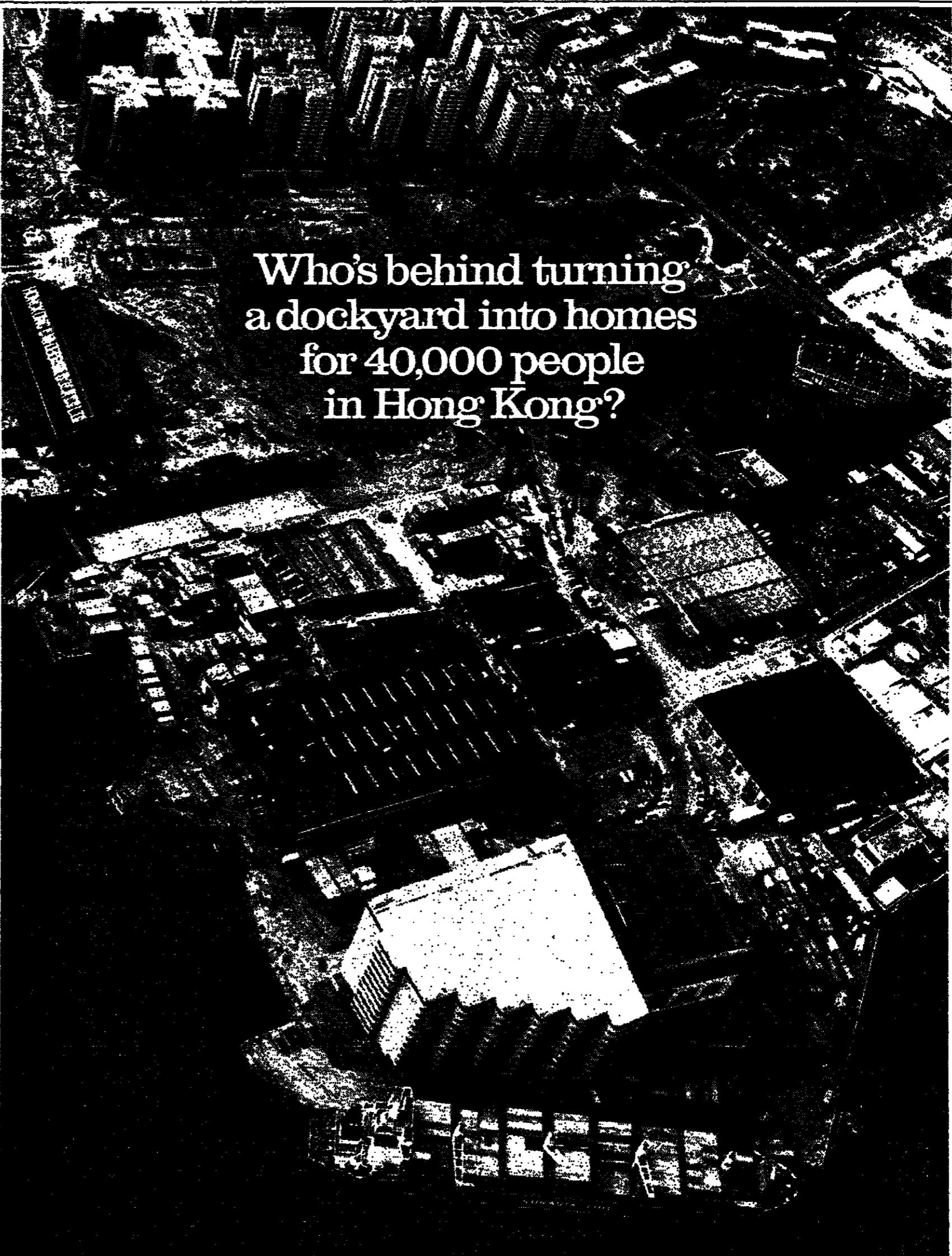
has more industrial joint ventures — some 1,800 — but in

the past few years the U.S. and

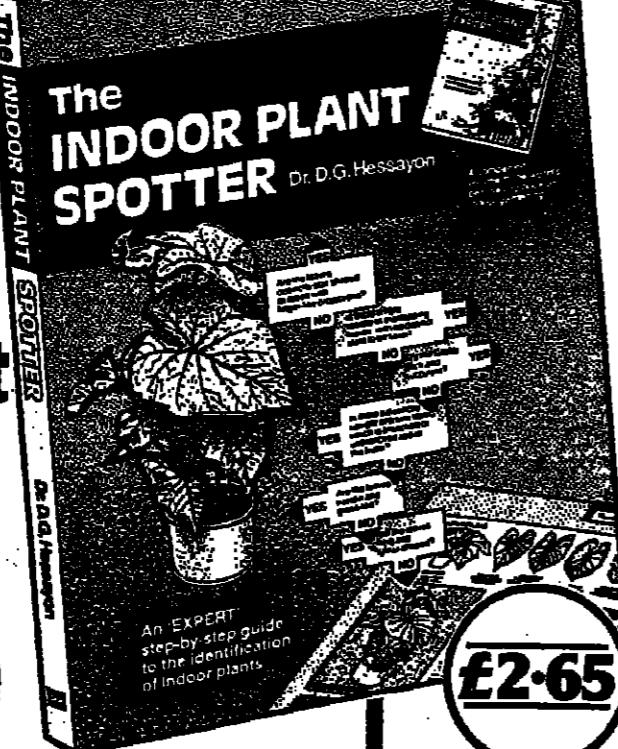
West Germany have introduced

more new ventures.

Who's behind turning a dockyard into homes for 40,000 people in Hong Kong?



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pbi Publications, Britannica House, Waltham Cross, Herts.

WORLD TRADE NEWS

U.S. semiconductor shipments rise 11.6% in September

By LOUISE KEHOE IN SAN FRANCISCO

A RAY of hope has emerged for beleaguered U.S. semiconductor manufacturers with the release at the weekend of shipment data for September. The industry's widely watched health indicator, the book-to-bill ratio, moved slightly upwards for the month indicating an improvement in business conditions.

The U.S. Semiconductor Industry Association said that the book-to-bill ratio, the measure of the value of orders booked against parts shipped, rose to 0.71 in September from 0.74 in August.

September shipments rose to \$867.3m (£476.6m), an increase of 11.6 per cent on the August level but down 6 per cent from that of June, the last five-week month, and down 20 per cent on that of a year ago.

The SIA anticipates a further improvement in sales.

"We are continuing to see early signs that the semiconductor industry has begun," said Mr. Thomas Hinkelman, President of the SIA. He forecast a 2-3 per cent increase in shipments during the fourth quarter.

The SIA report provided a reprieve for semiconductor stocks. Following Intel's recent report of a \$23m operating loss for the third quarter, semiconductor stocks plunged, but the SIA's optimism brought them back up.

Wall Street's views of the industry were further improved

by two statements issued in Washington.

The Commerce Department, which is investigating allegations that Japanese manufacturers have dumped memory chips on the U.S. market, said it will protect the industry from Japanese competition and place the semiconductor industry's complaint in "at the top of our agenda."

Separately, Senator Pete Wilson of California rebuked Mr. Tsuneo Tanaka, the president of Hitachi America, who failed to appear before a joint economic committee last week to answer questions regarding his company's pricing strategy.

The publication of an internal memo issued by Hitachi to its U.S. salesmen— instructing them to undercut U.S. vendors' prices by 10 per cent and if they require go 10 per cent again... don't quit until you win!"—has raised serious questions about Japanese predatory pricing.

Hitachi has attributed the memo to "over-enthusiasm" on the part of U.S. employees. Mr. Tanaka declined to attend the committee hearing because "the subject coincides with that of several major legal proceedings."

Senator Wilson warned the Japanese company: "Our business with Hitachi has not been concluded. The only way we can be credible to the Japanese is to retaliate. I do not think they take rhetoric very seriously."

BAe, Delhi complete jump jet negotiations

By John Elliott in New Delhi

NEGOTIATIONS on a £160m contract for British Aerospace to sell India 11 Sea Harrier jump jets and Sea Eagle missiles were finalised in New Delhi on Friday. The contract is subject to Indian Cabinet approval.

Both sides appeared to want to finish detailed negotiations, including a memorandum of understanding on the sale, before a two-day visit to the UK by Mr. Rajiv Gandhi, Indian Prime Minister, which starts this morning.

Mr. Gandhi does not want to become involved in trade negotiations during his visit and it is not clear whether he will make any public reference to the contract. The deal follows an earlier order in 1979 for eight Sea Harriers, now in service with the Indian Navy.

Mr. Gandhi may also briefly discuss the expected order by India's embryo Helicopter Corporation for 21 Westland W30 helicopters worth £65m to £85m.

France's Aerospatiale is also expressing confidence about winning this order for its Dauphin helicopters and it seems that, after negotiations lasting nearly two years, India may order from both companies.

Delhi has also recently concluded a £10m deal with Westland for spares for its fleet of Sea King helicopters ordered two years ago.

PETROCHEMICALS DISPUTE OVERSHADOWS MINISTERIAL TALKS

EEC, Gulf talks under a cloud

By QUENTIN PEEL IN BRUSSELS

THE GROWING dispute over duty-free access for petrochemicals to the European market is threatening to overshadow the first ministerial-level talks between the EEC and the six-nation Gulf Co-operation Council, taking place in Luxembourg today.

Duties have been imposed by the European Community this year on exports of both methanol and polyethylene from Saudi Arabia, after both products exceeded their modest duty-free ceilings under the Generalised System of Preferences (GSP) by a large amount.

Rumbles of possible retaliation have been heard from the Gulf, with suggestions that EEC exports to Saudi Arabia could suffer the imposition of customs duties of up to 20 per cent.

Officials in Brussels insist that today's talks will not amount to any negotiation, either on the petrochemicals problem, or on the long-standing plan for a broad co-operation agreement between the EEC and the GCC.

They are intended rather to give a political impetus to the still undefined goals of such a co-operation deal, which would cover not only trade questions but also industrial co-operation, investment agreements, exchange of technology and energy issues.

The EEC side will be headed by M. Jacques Poos, Foreign Minister of Luxembourg and president of the Council of Ministers.

The GCC team consists of Sheikh Sabah Al Ahmed Al Jaber, Foreign Minister of Kuwait and chairman of the GCC Ministerial Council, and Mr. Abdulla Bishara, GCC Secretary General.

Any agreement on a general co-operation deal seems highly unlikely without agreement on access to the EEC market for the rapidly expanding Gulf petrochemicals industry.

The EEC negotiators, under pressure from a European petrochemicals industry already suffering from excess capacity, have little desire to go beyond the present GSP arrangement under which tariffs can be imposed (13.5 per cent in the case of methanol) once a very modest duty-free ceiling has been exceeded.

They argue that the tariffs were only imposed this year on methanol and polyethylene once the ceilings had been exceeded 18 times. Moreover the imposition of duties does not seem to have disrupted Saudi exports of methanol, which topped Ecu 21m (£124m) by the end of 1984.

Saudi Arabia maintains that the Community which enjoys extensive duty-free access to its market and recorded a trade surplus of \$3.4bn, which represents a fall of \$1.4bn on the level in the first half of 1984.

According to Nomisma, a general drop in world demand for traditional machinery and household appliances saw Italian exports of these products decline by \$500m, but imports rose by \$100m in the months to June 30.

A large increase in imports of office equipment, telecommunications and aircraft meant this category doubled in first half trade deficit to \$1bn.

The third category in Nomisma's engineering sector— vehicles and transport equipment—went from a \$100m surplus to a \$200m deficit in the same period.

The Bologna-based research institute said yesterday that, while the trade deficit in the energy and food sectors remained large, problems for the overall Italian trade performance, a deteriorating performance by the engineering sector was cause for concern.

The sharp fall in world demand for machinery and household appliances was particularly alarming as Italy is quite vulnerable in these categories, said Dr. Alberto Quadrio Curci of Nomisma.

For the full year, Nomisma predicted an Italian trade deficit of £30,000m (\$18.5bn), which would be 57 per cent higher than last year's record £18,168m.

Italian engineering exports 'at risk'

By Alan Friedman in Milan

ITALY'S ENGINEERING sector faces the risk of a serious deterioration in its export performance, according to Nomisma, the highly regarded economic research institute founded in 1961 by Prof. Romano Prodi, chairman of the IRI state holding group.

In the first half of this year Italian engineering exports in overall trade surplus of \$3.4bn, which represented a fall of \$1.4bn on the level in the first half of 1984.

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AT & T-Philips to supply Dutch with telephone lines

By LAURA RAUN IN AMSTERDAM

AT&T-PHILIPS, the U.S. Dutch telecommunications joint venture, will supply 1m telephone lines as part of a £1.1bn (£235m) contract to begin a modernisation of the Dutch Telephone network.

The contract from the Post-Telephone Telegraph (PTT) agency also includes an order received last year for five 5-ESS-PRX digital switching systems and several PRX/A analog switching systems.

The joint venture was chosen last March as one of two main suppliers for the 20-year, £1.6bn renovation of the Netherlands' entire telephone network. The second supplier is L. M. Ericsson of Sweden.

The contract is far and away the largest ever received by the struggling AT&T-Philips, which was established early in 1983 amid fierce competition between companies such as Ericsson and International Telephone and Telegraph (ITT) of the U.S.

The order is seen as boosting AT&T-Philips' prospects by increasing the scale of activities needed for production development and exports.

The 1m telephone lines will be delivered to the Dutch PTT between 1987 and 1991, and the first of the digital switching systems will be installed this year. The equipment is being manufactured in AT&T-Philips' Hague factory.

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Bid to forge International Sugar Agreement resumes

By ANDREW GOWERS

PRELIMINARY EFFORTS are under way to relaunch the search for a new International Sugar Agreement. The world's four biggest sugar exporters—Cuba, the EEC, Australia and Brazil—are planning a high-level meeting next month to discuss how to improve the extremely depressed world sugar market.

Apart from routine consultations in the London-based International Sugar Organisation, this would be the first meeting between the four exporters since talks last year got collapsed in Geneva 15 months ago.

Since then, free market prices have plumbed record lows in real terms as exporters have continued to dump their surplus sugar. Prices have recovered in recent months, but they are still well below the production costs of even the most efficient producer.

The Geneva talks broke down because major exporters could not agree to hold back their sales to prop up world prices. It is not yet clear whether attitudes have changed sufficiently to get negotiations off the ground again, but insiders point to at least two hopeful signs over the last few months: Brazil has started cutting production and holding back exports; and the EEC is making efforts to keep a ceiling on exports subsidies it says to match world prices.

Singapore awards S\$227m metro contract

By Chris Sherwin in Singapore

A JOINT venture between Nishimatsu of Japan and Lum Chang, a quoted Singapore contractor, has achieved its third major contract on the island state's S\$818m (SL58m) Mass Rapid Transit metro project.

The latest award is a double construction contract for two underground stations and connected tunnels and was secured with a bid of S\$227.1m which included a deferred credit. The offer beat those of six other bidders, including a UK-Singapore consortium which involved Lilley Construction and Kier International.

The work is for part of Phase II of the MRT project. The Nishimatsu and Lum Chang consortium previously won a station and tunnelling contract on Phase I and, more significantly, the contract to build the main railway depot at Bishan, in the heart of the island.

SHIPPING REPORT

Iran 'still exporting large cargoes of crude oil'

By ANDREW FISHER, SHIPPING CORRESPONDENT

IRAQ'S RECENT air strike against Iran's oil terminal at Kharg Island may not have had the devastating effect on the latter's crude oil exports as first thought, according to a leading London shipbroker.

A number of large cargoes have been lifted from the storage area off Sirri Island, which is away from the main fighting area, and has been served by an Iranian fleet of shuttle tankers, said Galbraith's British Petroleum fixed a 330,000-ton cargo from Sirri Island to north-west Europe at Worldwide 24, in line with recent levels. Ssangyong Oil of South Korea arranged a cargo of 245,000 tons to Korea at Worldwide 28.

Elsewhere, said Galbraith's, business was thin with a small number of ships from West Africa. The North Sea was also moderately active, while the Mediterranean re-

mained quiet. The broker noted that the after-effects of the Sunku collapse in Japan were starting to filter through to the market. Independently owned vessels that were on long-term charters to the company are back with the original owners and thus available for business.

While the Sunku fleet has been unable to trade because of the financial and other restrictions placed on it after the collapse, the 30,000-ton vessel market has picked up. But this could change once the banks start sorting matters out.

On the dry cargo market, where rates rose in late September, the trend was down for the second week. The grain rate from the U.S. Gulf to Japan eased to \$13 (£9.5) a ton from just over \$15.50 the previous week. The U.S. Gulf-Europe rate was \$7.50, down from \$8, while the Mediterranean re-

World Economic Indicators

INDUSTRIAL PRODUCTION (1980 = 100)

	August '85	July '85	June '85	August '84	% change over previous year
U.S.	116.9	115.0	114.4	113.7	+1.1
W. Germany	107.1	103.3	106.0	108.3	+1.3
UK	106.4	107.5	107.9	107.9	+1.3
Japan	124.4	122.3	124.8	117.9	+4.3
Italy	95.0	100.7	97.3	93.4	+1.5
Netherlands	104.0	101.9	101.0	102.3	+1.1
Belgium	107.2	102.9	101.9	102.6	+1.5

Source (except U.S., Japan): Eurostat

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UK NEWS

Austin Rover may cut 800 jobs in closures

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

AUSTIN ROVER, B.L.'s volume cars company, is thought to be considering axing 800 jobs to cut its entire room work force by more than a third.

Mr Harold Musgrave, the Austin Rover chairman, has previously told union leaders a review of plants was under way. They say he stressed the need for the company to get its cost base right, and that he would not hesitate to close plants.

The main cutback will be among toolmakers, whose disputes over pay differentials in the late 1970s disrupted production. About 800 jobs would go, cutting toolroom staff by more than a third.

The cuts are being forced by the slowdown of Austin Rover's model development programme. The programme that brought in the Metro,

Maestro and Montego lines has given way to a more regular replacement cycle.

Closing the toolrooms at Castle Bromwich, Birmingham, with 600 workers, and Dunstable, in Bedfordshire, with 100, would mean virtual closure of both Austin Rover plants. Jaguar body assembly operations at Castle Bromwich will be unaffected.

Another 100 jobs would be lost by closing the tool room at the Elmet plant in South Wales.

Austin Rover said last night all activities were constantly under review to remain cost competitive. But there had been "no conclusions made" by the management on toolrooms.

The company confirmed, however, that Mr Musgrave had indicated to union leaders that a factor,

with 150 workers at Coventry was to be phased out as its main products are engines for the Rover saloon.

Austin Rover said the Company workers would be offered alternative employment at Cowley or other sites.

This model will be replaced eventually by the new "executive" car being made with Honda of Japan, and due for its UK launch next summer.

The company confirmed last week that 27,000 workers will be laid off and almost all production stopped during the week beginning October 28.

The move, to reduce stocks, follows a shutdown at the end of September. Production of the Metro, Maestro and Montego lines has been cut by around 10 per cent.

Pit incentive scheme planned

BY JOHN LLOYD, INDUSTRIAL EDITOR

THE NATIONAL Coal Board will tomorrow open wage talks with both the National Union of Mineworkers (NUM) and London and the breakaway Nottinghamshire miners' workers at Eastwood near Nottingham. During the negotiations it is expected to offer the Nottingham miners an incentive scheme which will pay higher bonuses for more production.

It is unlikely to discriminate between the NUM and the union's breakaway section in its offer on basic rates, which will be low. The new incentive package will, in theory, be available to all miners but only on certain conditions that the NUM - which is firmly opposed to

incentive payments - is unlikely to be able to fulfil.

The meeting is a "listening" meeting in which unions present their claims. However, it is expected that the board will respond quickly to the claim from Notts to assist the area's leaders in their ballot on the formation of a national federation - the Union of Democratic Mineworkers - which takes place on Thursday and Friday of this week.

In a letter to the Notts leaders, the board makes it clear that any award to the area's miners will be no worse in any way than that concluded with the NUM.

In informal talks over the past week, the Notts officials have

pushed for a higher basic offer of at least the level of inflation (6.2 per cent), higher incentive bonus payments and better holiday pay.

The board is thinking of a basic increase much lower than 6.2 per cent, but also of a scheme that pays for coal produced rather than, as at present, simply for effect. This would pay very high rewards to miners in the thick-seamed profitable pits.

Opinion in Nottinghamshire is strong that a negotiation which appears likely to succeed will swing the vote in favour of the formation of a new federation by somewhere between 60 and 70 per cent.

City funds raised by Branson for growth

By Terry Garrett

MR RICHARD BRANSON'S Virgin Group, which is involved in a range of activities from pop music to a transatlantic airline, is raising £15m from City of London institutions to finance expansion.

Morgan Grenfell, the merchant bank, and stockbrokers Row & Pitman have arranged a placing of convertible 7 per cent preference stock with a group of a dozen institutions.

The council's warning comes at an important moment in the debate about the UK's trade prospects.

On Wednesday, a House of Lords select committee is to report on the same subject. The committee on overseas trade, which includes a number of eminent former industrialists, has been taking evidence on whether Britain will be able to plug the earnings gap left when North Sea oil revenues dry up during the next decade.

Today's report gives little comfort for the optimists, who include the Chancellor of the Exchequer. It says

Invisible exports warning given

BY CHRISTIAN TYLER, TRADE EDITOR

BRITAIN'S service sector will not be able to recapture the jobs and foreign earnings lost by a declining manufacturing industry and falling oil revenues, the British Invisible Exports Council warns today.

The number of jobs in manufacturing fell by 2.3m to 5.4m in the decade to 1984, says the council's latest annual report, but employment in private services rose only 1.4m to 11.1m. The internationally tradable services now employ 8.3m people, or 40 per cent of the workforce.

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UK CURRENT ACCOUNT BALANCES (£ millions)

	1973	1976	1979	1982	1983	1984
Manufactures	+1,488	+4,916	-2,658	+2,264	-2,579	-3,841
Oil	-941	-3,947	-731	+4,536	+6,646	+7,136
Other*	-3,133	-4,889	-5,416	-4,785	-5,632	-7,530
Total invisibles	-2,586	-3,330	3,449	+2,055	-4,185	-4,255
Private invisibles	+2,573	+5,126	+5,328	+5,283	+8,196	+8,317
Government invisibles	-366	-2,103	-3,404	-3,485	-3,886	-4,317
Invisibles	+1,607	+3,083	+2,824	+2,868	4,411	+4,678
Current a/c balance	-978	-847	-525	+4,923	+3,246	+624

*Food, drink and tobacco, basic materials, non-oil fuels

Source: British Invisible Exports Council

income can we actually fill the gap that has been opened up by the decline already seen in manufacturing and the growing trade deficit in manufactures.

"Nor can we fill the gap left by the decline in oil revenues, although we are confident that our surplus of £5bn will be maintained and increased."

Both manufacturing and service exports should be supported by government, he said.

CBI urges sharp cut in pay settlements

BY ANATOLE KALETSKY

PAY SETTLEMENTS in the current wage round will have to fall by at least 2 percentage points below their level last year if Britain is to retain its international competitiveness, according to the Confederation of British Industry.

Mr Branson was yesterday unavailable for comment. But it is understood that the money being retained might be used for acquisitions.

Virgin's activities include music publishing and recording, record shops, clubs and restaurants, and films and videos. Last year Virgin started a scheduled air service from London to New York.

The preference shares are unusual in that there are no fixed terms for conversion into ordinary shares. Instead, when the group goes public, the preference shares will convert at a price equal to 95 per cent of the price of the public offer.

Mr Branson was yesterday unavailable for comment. But it is understood that the money being retained might be used for acquisitions.

The CBI's regular analysis of its pay data bank, published today, shows that settlements in the manufacturing industry averaged 6.7 per cent during the past three months, having edged up steadily since 1983.

The settlements cover basic wages only and tend to be well below the actual growth of earnings in the economy.

Sir Terence Beckett, the CBI's director general, said the figures showed that "the writing is on the wall" for British industry unless pay settlements are cut sharply.

Unit labour costs in Britain have been rising faster than in its main trading rivals. Britain's labor costs are now 6.7 per cent higher than a year ago, compared with an increase of 3 per cent in the U.S., a decline of 1 per cent in Japan and a fall of 2 per cent in Germany.

The slight acceleration of pay increases to 6.7 per cent follows average pay settlements of 6.6 per cent in the first half of 1985, 5.5 per cent in 1984 and 5.6 per cent in the second half of 1983.

This trend is worrying the Government as well as the CBI, since it suggests that negotiators in industry and the trade unions have not needed warnings linking high pay to unemployment.

Moreover, the prevalence of what the CBI and Government see as dangerously high settlements seems general throughout the economy. Outside the manufacturing sector, the CBI's figures show pay increases in the service industries, holding steady at just under 7 per cent in the last nine months.

The detailed analysis of manufacturing industry bargaining shows that 75 per cent of settlements ranged from 4% to 7% per cent and nearly a fifth were above 7% per cent.

Only 7 per cent of settlements during the last 12 months were for increases of 4% per cent or less.

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1001	2267	8860	9710	10865	11743	12008	22012	22085	22094	22098	22787	22828
1012	2268	8861	9711	10866	11744	12009	22013	22086	22095	22099	22788	22829
1023	2269	8862	9712	10867	11745	12010	22014	22087	22096	22100	22789	22830
1034	2270	8863	9713	10868	11746	12011	22015	22088	22097	22101	22790	22831
1045	2271	8864	9714	10869	11747	12012	22016	22089	22098	22102	22791	22832
1056	2272	8865	9715	10870	11748	12013	22017	22090	22099	22103	22792	22833
1067	2273	8866	9716	10871	11749	12014	22018	22091	22100	22104	22793	22834
1078	2274	8867	9717	10872	11750	12015	22019	22092	22101	22105	22794	22835
1089	2275	8868	9718	10873	11751	12016	22020	22093	22102	22106	22795	22836
1090	2276	8869	9719	10874	11752	12017	22021	22094	22103	22107	22796	22837
1101	2277	8870	9720	10875	11753	12018	22022	22095	22104	22108	22797	22838
1112	2278	8871	9721	10876	11754	12019	22023	22096	22105	22112	22798	22839
1123	2279	8872	9722	10877	11755	12020	22024	22097	22106	22113	22799	22840
1134	2280	8873	9723	10878	11756	12021	22025	22098	22107	22114	22800	22841
1145	2281	8874	9724	10879	11757	12022	22026	22099	22108	22115	22801	22842
1156	2282	8875	9725	10880	11758	12023	22027	22100	22109	22116	22802	22843
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UK NEWS

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T385

New form of hotel grading introduced

By James McDonald

A NEW national voluntary system of classifying hotels, guest-houses and other types of serviced accommodation is to be introduced throughout Britain. It is aimed at helping British and overseas visitors to select establishments that meet individual needs and to provide an assured standard of accommodation and service.

The new tourist board classifications of accommodation will become available for display on premises next year, and will be used in English, Scottish and Welsh tourist board accommodation guides from 1987 onwards. They will replace in England the English Rose classification system.

Under the new system, serviced establishments will be classified within one of six categories. These will range from "Selected" or basic accommodation, through one to five crowns. The classifications will be given according to the accommodation and range of facilities provided.

Establishments wishing to be classified will have to meet tourist board minimum standards and abide by the board's code of conduct. A high standard of cleanliness and courtesy is necessary and buildings and contents must be in a good state of repair and fit for the purposes intended.

Tourist board classifications will only be granted when the boards are satisfied that their standards are being met. All classified establishments will be subject to routine, periodic checks to ensure standards are being maintained.

The survey, by the Federation of British Electrotechnical and Allied Manufacturers' Associations (Beama), found that annual company spending on research averaged £3,350. Product development spend

Dairy industry and milk board disagree over plant closures

By Andrew Gowers

INDEPENDENT dairy companies are embroiled in a new dispute with the Milk Marketing Board (MMB) of England and Wales over plans to reduce the industry's large surplus manufacturing capacity.

Preliminary discussions are taking place between the Dairy Trade Federation (DTF), which represents private dairy companies like Unigate, Express and Northern Foods, and the MMB on rationalisation plans which will almost certainly result in the closure of several butter manufacturing plants and lead to further job losses in the industry.

But the two sides are having difficulty in agreeing where the axe should fall. The independent dairies are arguing that the Board's manufacturing subsidiary, Dairy Crest, which has a large proportion of butter and cheese-making capacity in England and Wales should bear the brunt, but the MMB apparently wants to share the burden more evenly across the industry.

Although there has been overcapacity in the industry for some time, the present problem stems from the imposition of milk production quotas by the European Community in April of last year.

British farmers have been consistently producing below their quota since then, with the result that the supply of milk for manufacture into butter has fallen by about 17 per cent.

Estimates of surplus manufacturing capacity range from 20 to 50 per cent for butter and skimmed milk powder, and from 20 to 25 per cent for cheese. Many people in the industry believe the surplus capacity problem will get worse when milk quotas are further reduced, as is widely expected to occur in 1986.

A senior MMB official confirmed at the weekend that talks were taking place with the DTF on a possible rationalisation of the industry, but he said any decisions on plant closures would be left to individual companies. He thought it might be possible to avoid closing complete factories by mothballing individual production lines as Dairy Crest did last year, with the loss of several hundred jobs.

Cost of company audits rises 9%

By Barry Riley, Financial Editor

THE COST of company audits is rising at a rate of 9 per cent a year, according to a survey of 12,000 British companies that paid total audit fees of £270m in their latest financial years.

Striking anomalies exist in the levels of fees paid by comparable companies, according to the publisher of the 10-volume survey. Regional and industrial breakdowns of the data enable companies to check their fees against those paid by similar concerns.

It emerges that manufacturing companies on average pay over 50 per cent more in audit fees in relation to their sales than do service companies.

The analysis is based upon a structured sample of 12,000 companies, of which 5 per cent are publicly quoted companies, 45 per cent are subsidiaries of other companies, and 50 per cent are independent private concerns. They are thought to represent between 20 and 30 per cent of the total corporate sector.

Aggregate profits of £22.5bn were reported, in most cases for financial years ending during 1984. That was an increase of 25 per cent over the previous year. Regional increases ranged from a peak of 70 per cent in the Midlands to only 12 per cent in Scotland. Directors' emoluments rose by 12 per cent, taking the country as a whole.

Although more than 1,000 firms of accountants figure in the survey, the top 10 firms are shown to audit 44 per cent of the companies, and their aggregate fees of £205m represent 74 per cent of the total.

Price £15 a volume from The Audit Fee Guide, 73-80 Chancery Lane, London WC2A 1DD.

Research 'not priority'

By Guy de Jonquieres

FEWER THAN half of the small and medium-sized UK-based electrical manufacturers polled in an industry survey say they invest in basic research and almost third

spend less than £20,000 a year on it.

The survey, by the Federation of British Electrotechnical and Allied Manufacturers' Associations (Beama), found that annual company spending on research averaged £3,350. Product development spend

Pound 'to weaken next year'

THE POUND is likely to drift downwards again next year, mainly because of weaker oil prices, says Phillips & Drew, the stockbrokers.

Its latest World Investment Review says that UK interest rates are likely to remain high by international standards and that the downward movement of the pound will help to sustain the profits growth of the company sector.

UK company earnings are projected to rise by a further 13 per

cent in 1986, after growth of 9 per cent this year.

Phillips & Drew says that increased consumer spending will keep the economy moving ahead,

with real gross domestic product expected to rise by 1.7 per cent next year.

For the U.S., it is expecting economic growth to slow down to 1.9 per cent next year after year-on-year growth of 2.5 per cent in 1985.

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A declaration of independence

Now there's a luxury car for drivers who need more room but accept no compromise. To begin with it has five doors. It carries five adults in unbeaten safety and comfort. It performs and handles like a thoroughbred with the additional edge of superb Volvo predictability. There is a complete choice of power engines. Petrol, Petrol Turbo, Turbo Diesel. It has the same impressive list of standard features as the four-door version. And not least - it is just as beautifully quiet inside. We call it an Estate. Although that doesn't give you the whole picture. Perhaps we should have called it a five-door luxury sedan. You name it. Whatever you call it, it's your declaration of independence.

The picture shows a 760 GLE Estate. The new Volvo Estate Cars are being launched with specifications that vary from model to model. They are available in the 760 and intermediate model versions. In-hybrid, restyling treatment. Average life expectancy 20.7 years, according to the Swedish Motor Vehicle

740 series with petrol, petrol turbo and turbo Diesel engines, with output ranging from 140 ECE 60 (hp ECE 82) to 140 ECE 134 (hp ECE 162). Surface treatment includes

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UK NEWS

Renault truck offshoot cuts losses to £10m

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

RENAULT TRUCK Industries (RTI), the UK subsidiary of the state-owned French group, reduced its pre-tax loss from £12.44m in 1983 to £10.2m last year, and 1985 will show a further improvement in the financial position, according to Mr Laurent Brisset, the chairman and managing director.

Last year's loss will be covered by another subvention from Renault Vehicles Industries (RVI), the parent company and commercial vehicle offshoot of the French group. This means that RVI has spent nearly £20m to buy the UK company, formerly known as Dodge, and to cover its losses in the past four years.

The UK company was formerly owned by Peugeot of France, which acquired it with other European assets of the Chrysler group in 1979. Under the terms of the sale agreement Peugeot had to bear its share of the losses of the British company until 1983.

RTI's losses have been reduced from £22m in 1981, the year Renault took over, but Mr Brisset says

the rate of improvement will slow down.

However, he expects RTI will pass the financial break-even point in another two or three years.

The financial improvement has been achieved without losing sight of the prime objective of establishing Renault as a significant force in the UK truck business.

Much will depend on the range of heavy trucks, based on RVI designs, which are progressively going into production at the British factory.

RTI expects to sell about 650 heavy trucks (over 15 tonnes gross weight) in the UK in 1985, increasing 150 imported from France. Within a year to 18 months the company hopes to increase annual heavy truck sales to 1,200 with all the extra vehicles being provided by the British factory.

Starting in January next year the company will begin complete assembly of the cab employed on the G-range of trucks, with panels imported from France.

RTI has invested a relatively

modest £2m to £3m to put the Renault heavyweight trucks into production and to make the cab. Its Dunstable plant in Bedfordshire was already one of the most modern and flexible commercial vehicle facilities in Britain.

Mr Brisset says that RTI's total production of Dodge and Renault vehicles this year will be substantially over 5,000, compared with 4,770 in 1984. However, in order to prevent stocks building up to excessive levels there will be some short-term working on the Commercial medium-truck lines in November.

Employment by RTI has now stabilised at 1,500.

The company currently set up two wholly owned dealerships, in Glasgow and Birmingham, taking the total to four (the others are in London and Cleveland).

Mr Brisset points out that the wholly owned outlets ensure coverage of important areas and also put RTI more closely in touch with the ultimate customer as well as providing a training ground for some commercial staff.

Treasury facing defeat on move to alter prices index

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

TREASURY EFFORTS to remove a measure of mortgage interest rates from the Retail Prices Index seem certain to be defeated during the next few months.

On Tuesday the Treasury is likely to find itself in a minority at a crucial meeting of the committee set up last summer to discuss reforms to the RPI. Its main opponents will be trade union and consumer representatives, but the Department of Employment is likely to take a cautious line.

This will disappoint ministers, who were embarrassed by the sharp rise in the annual inflation rate to 7 per cent this summer largely because of government policies which pushed up interest rates, including the mortgage rate.

The Treasury has been worried that the inclusion of the mortgage rate in the prices index will lead to perverse results for a Government pledged to control inflation by monetary discipline.

Any tightening of monetary policy rapidly feeds through into a higher annual inflation figure via the mortgage rate. This suggests that lower mortgage rates lead to lower inflation is the opposite of the Government's message.

Another perverse effect is that planned income tax cuts would appear to push up inflation.

This is because mortgage payments are measured after tax relief. So, as the basic rate of income tax is cut, tax relief is also reduced by a small but significant amount. A percentage point cut in the basic tax rate would raise inflation by nearly 1% of a percentage point.

The Treasury argues that the cost of borrowing for houses or other goods is essentially different from the prices charged for those goods and should not be part of the RPI.

It has also pointed out that Canada is the only other large country which treats the mortgage rate as part of the cost-of-living index.

The Treasury also says a rise in

Treasury admission on public sector pay

By David Brindle

MR JOHN MacGregor, Chief Secretary to the Treasury, has admitted in a leaked memo that pay factors built into the budgets of Government departments have been "arbitrarily low".

Inability to continue openly with such deliberate under-estimates is given by Mr MacGregor as the main reason for not announcing a further 3 per cent pay assumption for the public sector this year, under the new system of departmental running-cost targets.

He says more realistic provision for pay should be considered while "we must at all costs avoid the erroneous impression that the Government's commitment to public expenditure control has in any way weakened."

Mr MacGregor's comments come in a memo to the Prime Minister and her Cabinet. The Society of Civil and Public Servants, the trade union for middle-management grade civil servants, obtained a copy.

The society is disclosing the document, dated September 10, in anticipation of the Treasury's proposals, to re-establish a pay determination system for the Civil Service. The society is expected to oppose such an offer.

Mr Leslie Christie, the society's general secretary designate, said the admission, together with the maintenance of cash limits, showed the government's duplicity.

"Civil Service pay has fallen around 28 per cent behind comparable outside jobs since 1980 and yet the Government clearly have no intention of abandoning the cash limit system which has produced this situation."

The memo offers the first explanation of why the government abandoned a formal target for public sector pay increases after two successive three per cent figures and 3.5 per cent the previous year.

Mr MacGregor says the proposed departmental running cost targets, will be "tough but realistic".

Delegated budgets within departments cannot be indefinitely based on artificially low pay assumptions, and the usefulness of a pay assumption which would again be no more than 3 per cent would be "highly questionable".

One possibility would be to follow the example of France and Switzerland, where housing costs are left out of the cost-of-living index. However, this would raise a storm of protest from the trade unions.

The Government, too, would be unwilling to make any changes which undermined general confidence in the RPI, partly because its own sales of index-linked gilt-edged stock could be hurt.



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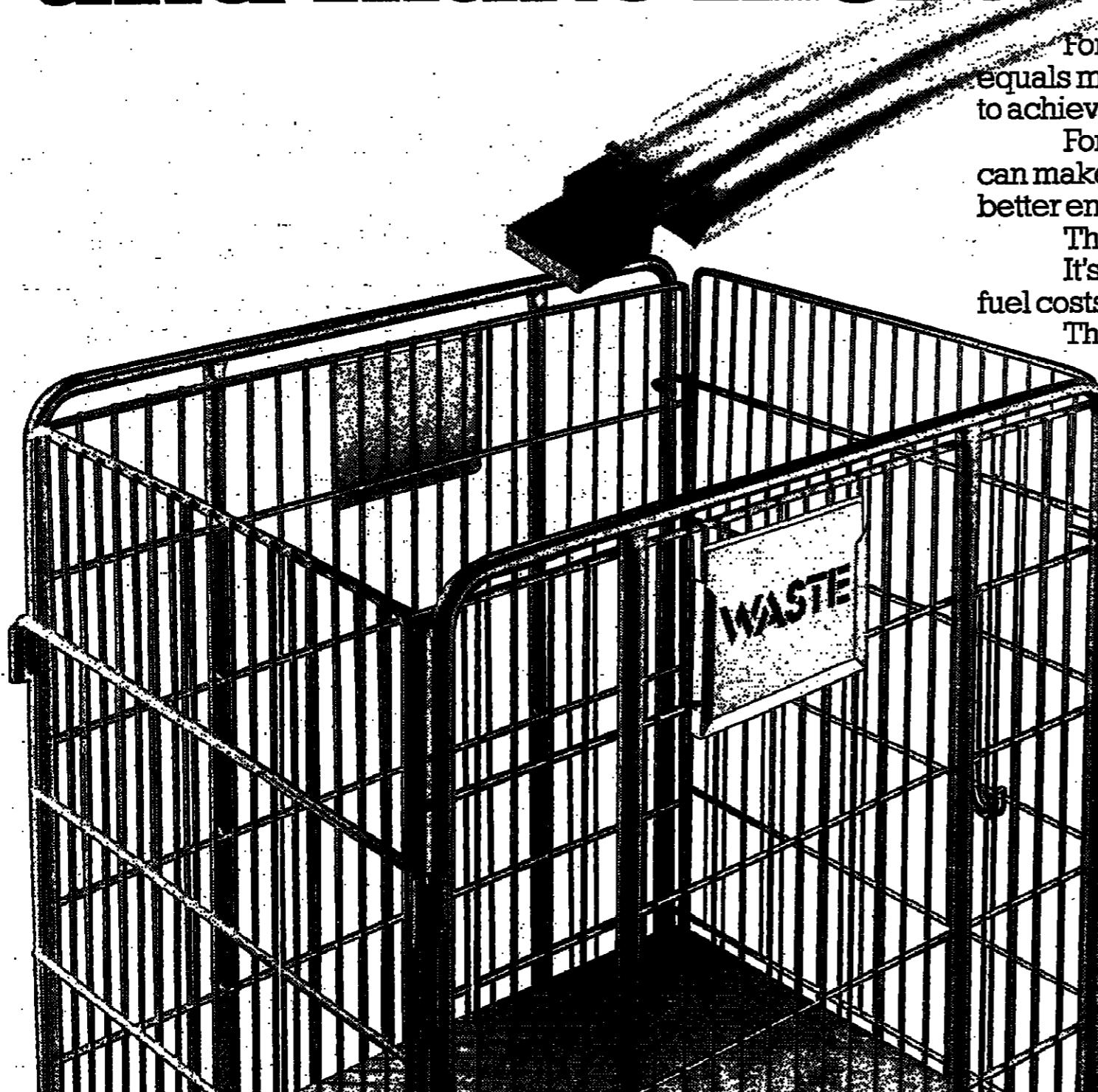
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Europe, June 1985.

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Are you aware of all the facts?



Over the past few months, BMW 5-Series competitors have been getting quite excited.

As a result of some admittedly not entirely uninteresting new model introductions. We welcome the news.

Because it at last gives Europe's more demanding drivers a real basis for checking out which car actually offers them the best value for their money. Naturally, you can take features like high quality construction, a contemporary design concept, exceptional standards of comfort and safety for granted in any internationally recognised car of this class. And they're all reasons enough for driving an above-average car.

However, we still don't think they're enough to help you choose between the very best alternatives at this level. We believe it's essential to take a closer look at the fundamental differences between the leading makes before making your decision. So we'd like to give you a few factual hints in that direction.

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2. Digital Motor Electronics.

These days, any so-called quality car range that doesn't offer you Digital Motor Electronics, isn't offering you the best in engine technology.

With BMW, you'll discover it's already a standard on the 525e. Digital Motor Electronics (DME) – the completely computerised engine management and control system – ensures far-reaching fuel-mile and ignition advantages, in terms of performance, economy and exhaust emissions, even when used in conjunction with a catalyst.

As many as four of the 5-Series models feature DME: a technology you'll search for in vain on comparable cars of another make.

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You can also judge the quality of a model range by its top models.

With the BMW 5-Series you can get up to 3.5 litres capacity and all the torque and unrivalled performance that goes with it. Although the BMW 5-Series models belong to the so-called "exclusive middle-range" category, they nevertheless reflect – especially the high performance 535i, M 535i and M 5 versions – many of the superlative qualities of their larger stablemates, particularly in the exceptional ride and safety reserves of their advanced suspension system.

5. Contemporary.

The BMW 5-Series doesn't just meet the strictest quality criteria. It also reflects the demands of our time.

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Model and equipment availability in the BMW International range may vary from country to country.



BMW AG, Munich

INSURANCE

Insurers fire a broadside at 'punitive' U.S. legal system

BY JOHN MOORE, CITY CORRESPONDENT

THE U.S. legal system has been under widespread attack by the international insurance community in the last few months. The latest broadside was launched last week by Mr Maurice Greenberg, president and chief executive of the U.S. insurance company American International Group.

"The number of punitive damage awards that we live with today is outrageous," he told delegates at the International Risk Management Conference in Monte Carlo.

"Punitive damages were introduced in the first place to punish a wrongdoer who was grossly, criminally negligent by forcing on him an additional payment as punishment."

"If this payment is passed on to an insurance company, the wrongdoer has not been paid at all. I think punitive damage awards have reached the point of absurdity."

Last month Mr Peter Miller, chairman of the Lloyd's insurance market, expressed similar sentiments at a seminar in Houston, Texas: "An insurer does not receive reasonable treatment in many United States courts." Mr Miller warned that the market for liability insurance, whether at Lloyd's or in the U.S. would virtually disappear in many areas unless reforms were

implemented.

In 1984 the average product liability award in the U.S. courts was over \$1m, compared with \$345,000 ten years earlier. The average medical malpractice award was \$950,000. U.S. property and casualty insurers lost \$21m in 1984 from underwriting liability and other business, and the investment gain of \$17m was not sufficient to pull the industry into profit.

Mr Greenberg said, the experience of the last 18 months among U.S. insurers had led to dramatic changes. "At mid-1985 many U.S. insurers were facing situations they could not have conceived of a year or so before."

Insurers were cancelling policies with little warning to a client, reducing cover to a fraction of former

limits, and reporting that they were unable to accept new accounts in classes of business they had eagerly sought a few months before.

In the reinsurance market contracts which were normally finalised by the end of the calendar year, "in many cases remained unsigned until March of the following year."

The changes are a direct consequence of the disastrous underwriting experience of many insurers. But the underwriting experience has led to other consequences. Underwriters are now becoming "risk adverse" to liability business, and are curtailing their activities in this area.

According to Mr Miller the withdrawal of capacity would cause companies to cease to trade in certain areas, and some companies could be bankrupted unless they were able to secure insurance protection.

"Doctors will not be able to practice," he warned, "and 'trade will be disrupted'."

Mr Greenberg and Mr Miller agree that reforms should take place on the following lines: Insurance prices for this class of business should be "realistic". There should be a reformed wording of policies.

The insurance industry has been writing liability business on an "occurrence basis", covering any loss that occurred during the policy year no matter when that loss took place.

Now insurers are arguing that a "claims-made" basis should be adopted. The claims-made approach only responds to losses that occurred during the year the insured had the insurance. If the insured cancels the policy the following year no claims can be presented. That claim will be the responsibility of the successor insurer.

Mr Miller argues that an overall limit should be imposed on liability insurance policies which includes legal costs. Mr Greenberg argues that the present fee system for lawyers in the U.S. "encourages and

proliferates lawsuits and all of us are paying for it."

His criticism is levelled at the contingency fee system, which operates only in the U.S. Under this arrangement a lawyer agrees to charge a fee only if he is successful in obtaining a monetary award for his client.

The amount can vary between 30 and 40 per cent of the award and is sometimes even higher. There have been signs of reform in this area. The New York State legislature has passed a bill designed to help the medical profession.

The bill reduces the contingency percentage of attorney's fees, ranging from 20 per cent of the first \$250,000 of awards and scaling down to 10 per cent of amounts set over \$1.25m.

Mr Greenberg is also concerned about U.S. court decisions on product-related injuries. He says that in recent years court awards have drifted from strict liability standards to absolute liability considerations. It is, he argues, part of a continuing change in the legal criteria.

In the 1960s and 1970s laws moved away from a consideration of the negligence aspects of claims, which had studied the failure of the manufacturer to exercise reasonable care to avoid foreseeable conditions which might cause injury to another.

Strict liability for product-related injuries was introduced. A product manufacturer could be responsible to anyone injured by the use of his products, and even to those who misused them if their use was not too blatant.

Now absolute liability standards are applied by the U.S. courts, so that the manufacturer is held accountable for product design and failures to warn of potential hazards.

Court decisions he believes can often insist that the manufacturer is accountable for a product today rather than what he knew "20 years ago when it was being designed, tested and developed."

THE BREAKFAST TIME TOAST

At 9am each day the board members of James Burrough may be found making their toast.

That's the time when they sample and 'nose' the previous day's distillation of Beefeater London Dry.

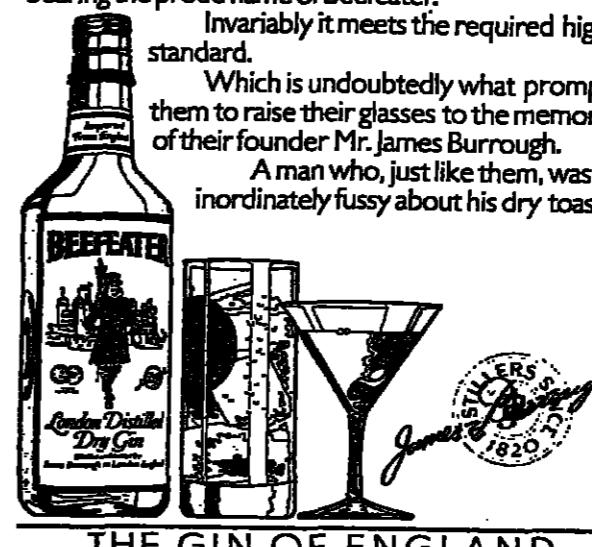
They like their toast to be clear, brilliant and subtly balanced. With a dry softness that doesn't overwhelm the palate.

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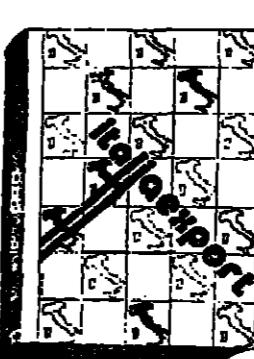
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THE GLENLIVET - DENIED BY THE KING

In the early 1800's, denying the existence of distilleries was a national Scottish pastime.

Oh, they were there, alright. But all strictly illegal. You see, savage taxes imposed by the Philistines of Westminster made distilling the national beverage well nigh impossible.

Tax evasion became the only honourable course. The canny Highlanders took to the hills and the glens.

A whole industry flourished. But it was completely underground. Excisemen, or gaugers, marched North, with orders to stamp it out.

The Artful Dodgers.

But it proved a hopeless task. All measures to deter the distillers were met with ridicule.

Even a £5 reward for the discovery of a distilling pipe (or copper "worm") did nothing to halt the flow of whisky. In fact it was a boon for the whisky makers.

When a "worm" was worn out, the distiller would miraculously "find" it, hand it over to the authorities, claim his reward and promptly purchase a new one!

Such was the Highlanders' contempt for the law that it was not even considered a disgrace to be imprisoned for illicit distilling.

Indeed, in Dingwall Gaol offenders were treated in the mildest possible way, even allowed out on Sundays and special occasions and "honourably returned."

One prisoner even approached the governor with the remarkable proposition that they set up a still together in the gaol!

But out of this lawlessness came greatness. The illicit dram was magnificent.

The Reverend Thomas Guthrie was a boy in 1818 and he recalled that "everybody, with few exceptions, drank what was in reality illicit whisky - far superior to that made under the eye of the Excise - lords, lairds, members of Parliament and ministers of the gospel and everybody else."

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The Sassenach Connection.

The Glenlivet distillery was started by one John Gow Alias Smith.

Bit of a mystery, John Gow. Indeed he had very little option.

Having fought and lost with Bonnie Prince Charlie, he had to flee with his family in 1746 to the remote glen of the river Livet.

And to baffle the English soldiers, he changed his name from the gaelic Gow to Smith.

This is why such a Sassenach name as Smith appears on the bottle of Scotland's most venerated whisky.

There in the glen John Smith, ex-Gow, settled in the precise spot where the water and the peat were the best in all Scotland for making



"Glenlivet Distillery? What Glenlivet Distillery?"

malt whisky. This mysterious man had stumbled upon a mysterious well. Josie's Well.

It's the water from this well that makes The Glenlivet magical. We can't tell you why. There is no explanation.

And there is no other well that performs the same magic.

By the time John Smith's grandson George inherited the still in 1817, the fame of The Glenlivet

had spread far and wide

"It is worth all the wines of France" opined the Doctor in Sir Walter Scott's St. Ronan's Well, "and more cordial to the system besides."

His Majesty's Pleasure.

The Glenlivet that George Smith made even flowed in the corridors of power.

In 1822 King George IV paid an official visit to Edinburgh and

Elizabeth Grant, an MP's daughter, wrote about it in her

memoirs: "One incident connected with this time made me very

cross. Lord Coryngham, the Chamberlain, was looking everywhere for the pure Glenlivet whisky: the King drank nothing else.

My father sent word to me - I was the cellarar - to empty my peat bin, where whisky was long in the wood, mild as milk and the true contraband goût in it."

Such a princely potion couldn't stay illegal much longer. It was unthinkable that the King should ever have to deny that his greatest pleasure didn't actually exist!

Luckily, back at the House of Lords, commonsense was about to break out, under the influence of George Smith's landlord, the Duke of Richmond and Gordon.

In 1823, their Lordships passed an act which made distilling a commercial proposition.

And the first man to take out a licence was our own George Smith.

Plain sailing from then on you'd think. Nothing of the sort.

The neighbours' burning desire.

Although George had decided to go legal, his neighbours in the glen would have none of it. They regarded him as a traitor.

"The outlook was an ugly one," wrote George. "I was warned by my civil neighbours that they meant to burn the new distillery to the ground and me in the heart of it."

Such threats in the wild remoteness of Glenlivet were not idle. So for his protection, George was presented with a pair of hair trigger pistols, worth ten guineas, a gift from his friend the Laird of

Aberlour. The pistols (which still exist today) were "never out of my belt for years."

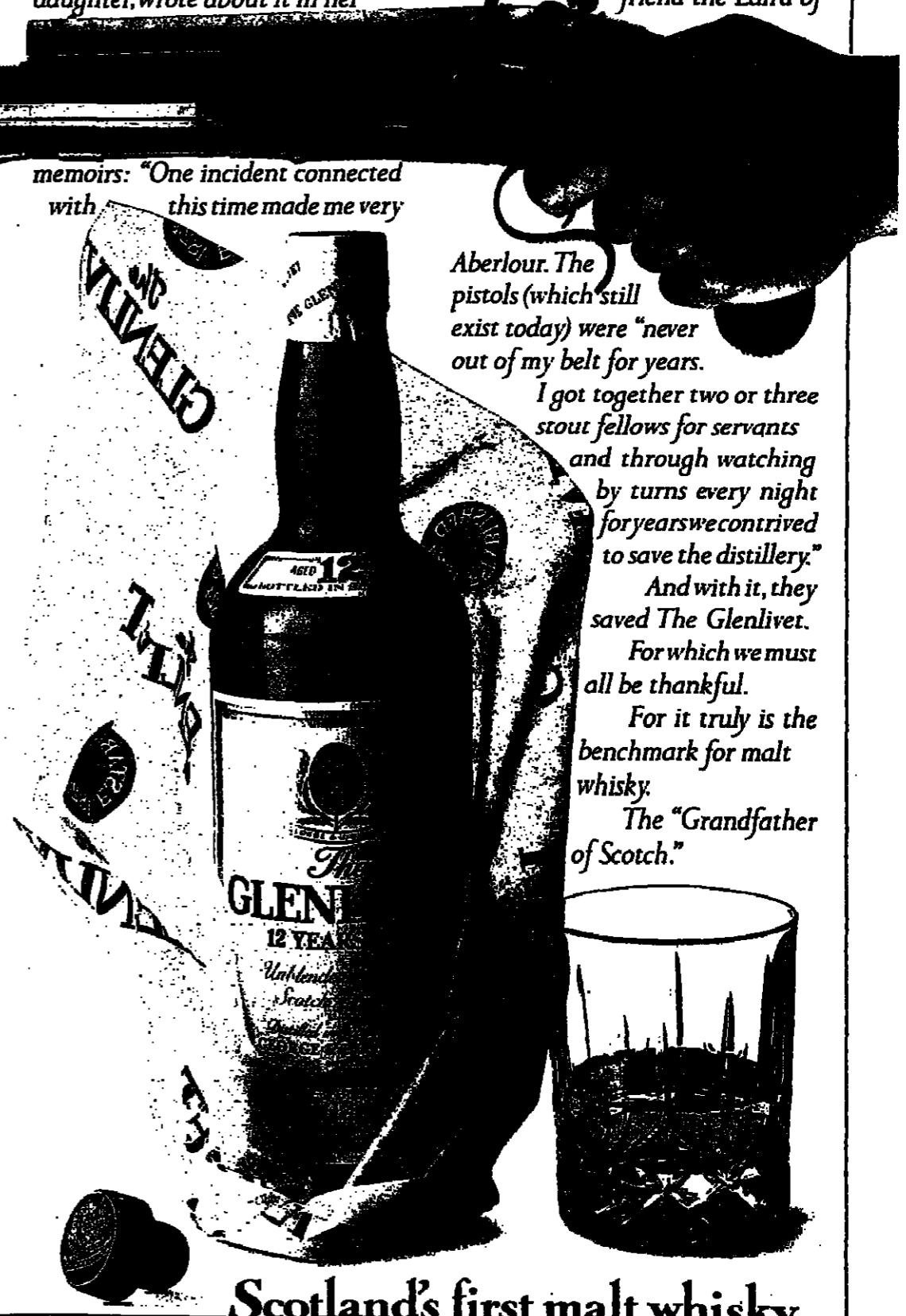
I got together two or three stout fellows for servants and through watching by turns every night for years we contrived to save the distillery."

And with it, they saved The Glenlivet.

For which we must all be thankful.

For it truly is the benchmark for malt whisky.

The "Grandfather of Scotch."



Scotland's first malt whisky.

THE MANAGEMENT PAGE

Union Carbide

The ramifications of the Bhopal disaster

The group's Indian management is in limbo. John Elliott reports

TEN MONTHS after disaster struck in the Indian city of Bhopal when a gas leak from a Union Carbide pesticide plant immediately killed at least 2,000 people and injured tens of thousands more, the U.S.-owned company that ran the plant is operating in a state of limbo.

That limbo extends far beyond Bhopal, which in fact represents only a small part of the operations of Union Carbide in India Ltd (UCIL). For, in addition to other chemicals and plastics plants, UCIL's major business is manufacturing batteries and torches.

The Indian Government has shunned UCIL, resulting in its delaying approval for new projects in these other areas of activity and blocking an interim dividend transfer to the U.S. UCIL has also been given the cold shoulder by some other companies, including one which has cancelled a \$10m deal to buy one of its other plants.

Its pesticides site in Bhopal — where people are still dying from the after-effects of the leak — has been closed by the government and it has not been allowed to start up any alternative operations there.

For V. P. Gokhale, 49, a quietly-spoken, London-trained engineer who became managing director of UCIL a year before the disaster, Bhopal has become his major preoccupation.

"Morale was down last December. Employees had to face their neighbours who said: 'You are killers. People feared for their job security at our main plants away from Bhopal, so management teams went out to tell employees it was business as usual, that we were in a crisis, and that's the time when we need the best out of our people.'

"As far as business is concerned, there is no persecution as such, no overt moves to harass us. But people are more watchful of Carbide than before," says Gokhale, who is still on bail having been arrested last December just after the leak, along with Warren Anderson, the U.S. chairman, and other executives.

Union Carbide came to India in 1905, as the National Carbon Company of Calcutta, selling batteries. In 1922 it started manufacture, as the Ever Ready Company, and batteries and torches now make up more than



V.P. Gokhale: trying to maintain morale

60 per cent of its £140m a year sales.

Although a very small part of the worldwide Union Carbide empire, it is the largest U.S.-owned company in India (Union Carbide has 50.9 per cent of its equity) and its sales make it one of the largest 20 Indian companies.

Before the disaster it had a good image as a solid if not very adventurous company with its headquarters in one of Bombay's more unprepossessing office blocks. While admitting that too little corporate attention was paid to community affairs (there was no contact with people living around the Bhopal factory before the leak), Gokhale is proud of the company's social policy which included using its extensive network to distribute contraceptives for the Government's family planning campaign.

It also had a good industrial safety record at most of its factories, although, like many other chemical companies, it has now started planning for possible disasters for the first time. "We are asking 'what if' which we didn't do before," says Gokhale.

But it had been running into problems before last December. Employees had to face their neighbours who said: "You are killers. People feared for their job security at our main plants away from Bhopal, so management teams went out to tell employees it was business as usual, that we were in a crisis, and that's the time when we need the best out of our people."

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Workers at Union Carbide's Bhopal plant protesting last April that it should be kept open. However, it remains closed

1973, commercially harvesting shrimps, and it is selling 13 trawlers. Gokhale says this potentially lucrative business, which has also defeated other large Indian companies, needs more of a "hands-on entrepreneurial" management style than his sort of company can provide.

UCIL was also not doing well with its main chemicals and plastics subsidiary at Chembur, Bombay, which it arranged late in 1983 to sell for £7.5m (plus £5.8m for working capital) to Reliance Textiles, India's fastest growing company. The disposal of what amounted to 25 per cent of UCIL's sales fitted in with Union Carbide's global policy of getting out of polyvinyl chloride chemicals. But the sale was abandoned two months ago, after months of delays in obtaining government approvals.

Although neither company is commenting officially, it seems that Reliance was growing so quickly in other areas that it became less interested in the acquisition and also did not want its buoyant reputation sullied with a UCIL legacy after Bhopal.

Gokhale says the planned sale was justified commercially because demand for the 25-year-old plant's business would have dried up in about five years when new gas-based crackers came into action. But now there is a polyethylene shortage in India so, making the best of its post-Bhopal situation, UCIL will cash in on higher prices now obtainable for the products. "We can do nothing else. There is no management time to plan for the time being," says Gokhale.

Adding to the problems, expansion plans are now being slowed down. A £10m venture into silicones for textile and rubber industries is stuck in

government bureaucracy, which is showing no interest in issuing the necessary licences. A £1m helium speciality gases project has also been delayed, but UCIL has got into bureaucratic delays over essential licences for equipment imports and the location of the site.

It appears that the Government is ostracising UCIL, knowing it is backed by public opinion in India, partly because it would be politically embarrassing to be seen giving any favours to the company. Presumably it also does not want to prejudice possible legal action in the future.

I feel that once a settlement (on the compensation) is reached this would will blow over. But the longer it takes the longer we are not helped in our business in India because until there is a settlement, nothing can happen. We are not now, for example, applying for new operations or industrial licences," says Gokhale.

So he and some of his headquarters colleagues are instead learning how to manage relief organisations and organise low skill jobs which UCIL is trying to set up in Bhopal. But even here there are problems because some of their offers have been turned down for political reasons, notably a proposal to establish a battery factory on the Bhopal pesticides site to employ 300 of the former UCIL employees.

Most offers of help—medical equipment and life saving drugs, blankets and buildings for relief work, had been spurned, Keshub Mahindra, non-executive chairman of UCIL complained at the company's annual meeting last month.

But Gokhale's team is beginning to make some progress in

governments of which he is visibly proud, even though he quickly adds that it is "no big deal in the magnitude of the tragedy." He agrees with local government estimates that perhaps 15,000 more people need occupational help because their ability to work has been impaired by the after-effects of the gas leak and he hopes UCIL can make a small start by organising employment for 500.

A Carbide employees-sponsored relief trust has been set up with about £30,000 from UCIL and £15,000 from employees. It has helped 120 people get low skilled work and its biggest success is stitching leather and cotton gloves for industrial and general use, initially for UCIL's other factories. Union Carbide in the U.S. has agreed to consider buying some and other companies in India are being approached.

About £220,000 is offered to fund the first stage of an urban renewal project with "community module of 96 homes, works and community centre as a forerunner of what might happen in Bhopal when the expected millions of pounds of Union Carbide compensation flow in."

Gokhale says that, despite the pressures, he can see no signs of panic taking hold. "I am of the view that they will find the possible settlement of the compensation claims, he and his colleagues are getting used to a type of public curiosity they would rather avoid.

"At a dinner or on an airline, as soon as I say I'm from UCIL, strangers develop a great interest in me for the rest of the evening. They want to know what's going on. I dread airline flights these days," says Gokhale, a little more than half seriously.

and New York. The maps are free from Lunn Poly business centres—see if you can get one and escape without also receiving a sales pitch.

HILTON International is to run a new 368-room hotel in Ankara, Turkey. The 18-storey property will open in late 1987 and is in the Kavaklıdere area. Hilton already has a hotel in Istanbul.

A DAILY non-stop service between London and Houston is to be operated by Continental Airlines this winter. It had been thought that the service, introduced in April of this year, would be reduced during the winter months.

A £6m SCHEME to refurbish the Royal York hotel which adjoins York station is starting this month by Seaco, owners among other things of the Venice-Simplon Orient Express and the Cipriani Hotel in Venice. The aim is to make the hotel "one of the premier properties in Britain."

MAERSK Air, which runs the supplemental airline route between Southern and Billund in Denmark, has linked with Hertz Rent-a-Car to provide business travellers with special car rental rates in Denmark. Cars will be available for Maersk passengers from £15 a day. Maersk is now also offering free small conference room facilities at Billund terminal.

THE GARDEN Hotel in Guangzhou (Canton) which is operated by the Peninsula Group, is now officially open. It has in fact been operating for nearly a year.

PEOPLE EXPRESS Airlines has started services from Newark airport nonstop to New Orleans and St. Louis. It has also opened a Denver-San Diego nonstop service with links from Denver to Newark. The Newark-New Orleans fare is \$59.

Arthur Sandles

Business Courses

64.21.41. Telex: 1853 ESMAR NL.

Marketing creativity, Brussels. November 4-8. Fee: non-members BFr 76,000; members AMA/I BFr 68,000. Details from the CGS Institute, Russell House, Russell Street, Windsor SL4 1HQ. Tel: 07535 58811.

Japan — competition or co-operation. Society for strategic and long range planning national conference and dinner, Milan. November 6-8. Fee: ESMAR members SwFr 1,000; non-members SwFr 1,200. Details from ESMAR Central Secretariat, JJ Viottolastraat 29, 1071 JP Amsterdam, The Netherlands. Tel: (020) 235 0246.

The oil world has changed. Ask Aberdeen, Houston, Jakarta, Dubai.

A valve goes on a pump in an isolated oilfield.

A contract languishes on someone's desk because a geological survey of a distant field is needed.

For industries that operate internationally, the delay of time-sensitive items can mean massive hold-ups.

In developing the Total Express Network to meet the needs of global business, DHL changed all that.

The fact is, no other company has our experience and expertise in delivering vital documents and parcels to businesses worldwide.

The petrochemicals industry is so truly international, its wheels must move supremely smoothly.

DHL's comprehensive, reliable, worldwide service is the oil that helps that happen.

DHL
WORLDWIDE
Changing the
way the world works.

THE TOTAL EXPRESS NETWORK

DOCUMENTS/PACKAGES/CARGO/ELECTRONIC IMAGE TRANSFER. MORE EXPERIENCE. MORE OFFICES IN 146 COUNTRIES WORLDWIDE

NOTICE OF REDEMPTION
to the holders of Debentures payable in American Currency
of the issue designated8 1/2% Sinking Fund Debentures Series BW due November 15, 1986
(herein called "Debentures") of the

Q HYDRO-QUÉBEC

PUBLIC NOTICE IS HEREBY GIVEN that the Hydro-Québec intends to and will redeem for SINKING FUNDING PURPOSES on November 15, 1985 pursuant to the provisions of the Debentures, the following debentures as indicated, of the above-mentioned issue, at 100% of the principal amount plus accrued interest to the redemption date, namely:

Debentures bearing the Prefix BW:

11	788	1744	2411	2882	3676	4276	4797	5209	5607	6007	6377	6707	7042	7351	7547	7769	8059	8302
12	759	1781	2414	2891	3657	4242	4769	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
13	754	1784	2416	2894	3657	4242	4769	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
14	724	1704	2420	2898	3657	4242	4769	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
15	720	1707	2423	2902	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
16	724	1708	2424	2903	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
17	724	1709	2425	2904	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
18	724	1710	2426	2905	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
19	724	1711	2427	2906	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
20	724	1712	2428	2907	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
21	724	1713	2429	2908	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
22	724	1714	2430	2909	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
23	724	1715	2431	2910	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
24	724	1716	2432	2911	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
25	724	1717	2433	2912	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
26	724	1718	2434	2913	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
27	724	1719	2435	2914	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
28	724	1720	2436	2915	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
29	724	1721	2437	2916	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
30	724	1722	2438	2917	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
31	724	1723	2439	2918	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
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33	724	1725	2441	2920	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
34	724	1726	2442	2921	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
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36	724	1728	2444	2923	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
37	724	1729	2445	2924	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
38	724	1730	2446	2925	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
39	724	1731	2447	2926	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
40	724	1732	2448	2927	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
41	724	1733	2449	2928	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
42	724	1734	2450	2929	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
43	724	1735	2451	2930	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
44	724	1736	2452	2931	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
45	724	1737	2453	2932	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
46	724	1738	2454	2933	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
47	724	1739	2455	2934	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
48	724	1740	2456	2935	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
49	724	1741	2457	2936	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
50	724	1742	2458	2937	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
51	724	1743	2459	2938	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
52	724	1744	2460	2939	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302
53	724	1745	2461	2940	3657	4245	4774	5205	5605	6005	6379	6707	7049	7352	7549	7769	8053	8302

TECHNOLOGY

Michael Strutt on a damning survey which suggests grave gaps in current training

Engineers lack knowledge of production processes and materials says report

ENGINEERING designers' knowledge of modern materials and production processes is "abysmal" according to a report based on research across four key engineering sectors.

The report, sponsored by the British Plastics Federation, the Production Engineering Research Association, Du Pont, and British Industrial Plastics, is published today in Eureka, the technology transfer journal. It says that even design engineers fresh from higher education know little about the latest materials and are learning "on the job" about techniques which have been in use for 20 years or more.

The survey covered responses from 652 chief design engineers in four industrial sectors: automotive, mechanical, electrical/electronic, and instrumentation. They were asked about their knowledge of materials and processes in four component groups—casings, bearings, shafts, etc., and electronic components—which are common to their industries.

As expected, there was a small swing from the use of traditional steels and cast irons towards thermoplastics. But more than half of the people questioned knew "little or nothing" about nylon, which has been available in various forms for more than a quarter of a century. Only 26 per cent knew enough about acetals and only 25 per cent enough about polycarbonates to consider specifying either material.

Most of the designers knew little or nothing about fluoropolymers (85 per cent), foamed

plastics (87 per cent), polyamides (81 per cent) or polyester moulding compounds (72 per cent).

The report says designers' knowledge of production processes is equally poor. Among traditional processes, only 27 per cent of those who knew that sintering was relevant to their business were familiar enough with the process to consider it seriously.

There is a need for a lot more training of engineers in the use of plastics in real applications

Only 29 per cent were knowledgeable about injection moulding and 34 per cent about metal extrusion. Among newer processes, only 7 per cent knew about superplastic forming—in spite of wide publicity and its enormous industrial potential.

The move away from non-ferrous metals to thermoplastics was most marked in the production of instrument casings, being well exploited "by the knowledgeable few. And among electrical and electronic components there was a big swing (29 per cent) to thermoplastics for shafts and gears.

Mr Roger Bishop, Eureka's editor, said: "It was noticeable in all the areas surveyed, that young chief designers were much less likely to specify

thermoplastics, thermosets and composites and the latest advanced materials than their older counterparts.

"Indeed, of the young designers specifying casings, for example, 11 per cent actually changed to cast iron and 17 per cent to non-ferrous metals, while a higher than average number changed from more modern materials." This reflected "the lack of materials literacy even among young designers with outstanding hair."

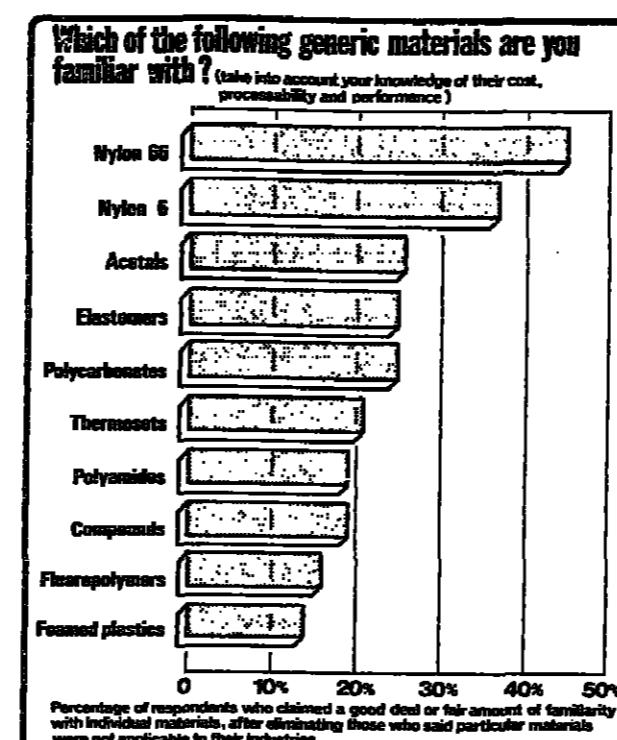
He added: "Engineers do need to make the effort, for a material which is slightly out of the ordinary, to understand its properties and possible uses.

"There is a need for a lot more training of engineers in the use of plastics in real applications to give them a solid background in plastics engineering."

The response to the postal survey, which included many large companies, was more than 60 per cent, the report says, "which itself shows the seriousness with which Britain's most senior product champions view their dilemma."

Experience—their own or someone else's—was the most important factor influencing those designers considering alternative materials, while the knowledge gained from their education was inadequate.

Education leans towards materials science at the expense of applications engineering, the report concludes. "Universities lack the means to offer hand-on experience of new materials."



Boeing draws on its years of experience

The big U.S. company is not letting valuable expertise go to waste, reports Peter Marsh

YOUNG engineers working on the aeroplanes of the future at Boeing's design laboratories in Seattle can call on the expertise of one of the company's most experienced workers—locked in the memory of a computer.

Boeing Computer Services, the aerospace company's computing arm, has produced this so-called "expert system" using a set of rules about aircraft design culled from an unnamed employee who has been with Boeing for 40 years.

For months on end, computer worker talked to the worker to learn the details of how he goes about his job. These were put into the form of rules and tested prototypes "if tried and tested prototypes are being compromised once the product has left the design office."

"This will come as a shock to the design world at large who have the legal responsibility for the performance of their designs," it adds.

The report urges further research in the area of fast-moving materials, particularly the use of surface coatings and thermoplastics in the design of casings.

Eureka's Material Survey, Full computer-analysed version, price £2250; section analysis reports from £500. From Findlay Publications, Franks Hall, Horton Kirby, Kent DA4 9LL.

The only real explanation for this "worrying" trend, the survey suggests, is that since the mid-1970s the plastics sector has directed its marketing towards the trade moulder (its principal source of revenue), a reversal of its previous practice of promoting its products directly to the customer. Producers in other sectors, notably light alloy, continued to do this.

A remarkable subsidiary finding of the survey is that well over half the engineers who replied reported that changes had been made in the materials they specified without their prior approval, most often by purchasing departments.

The report says this interference—a problem never mea-

sured before—has serious implications for product quality and reliability if tried and tested prototypes are being compromised once the product has left the design office."

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Design and Construct



UK warms to expert systems

EVIDENCE IS emerging that UK-based companies are buying and experimenting with expert systems (ESs) in a substantial way, confirming the claims of suppliers who have been reporting remarkable interest in these sophisticated computer programs.

About 35 per cent of a sample of 229 corporations surveyed by Pactel, the computer and communications consultancy, said they were either using, developing or experimenting with expert systems; 54 per cent of the sample said they were doing nothing.

But 75 per cent of the companies responding thought there was potential for expert systems to help their organisations, with the majority believing that ESs would be sufficiently advanced within five years to provide real value to their companies.

The Pactel study showed that only 5 per cent of respondents were actually using an ES within their organisations; 4 per cent were developing systems and 26 per cent evaluating and experimenting.

Administration was the most commonly mentioned use for an ES with marketing, research and development, design and maintenance also attracting support. ESs can be programmed with the "rules" of an administrative procedure so making it possible for them to be used to resolve questions of procedure and so on.

Other British customers for the Cray include Rolls-Royce, which used the computer to work out in fine detail what happens if birds collide with an aircraft's jet engine while in flight, and various defence contractors who simulated the effects of shells hitting objects such as buildings or tanks. Minerals companies such as Shell and Exxon have also used the Cray to obtain representations of production operations, for instance the pumping to the surface of oil from a deep reservoir.

Structureboard comes to Europe

STRUCTUREBOARD production has come to Europe for the first time, bringing with it some of the latest technology in wood processing.

The board, well established in the U.S. and Canada where it is produced by about 30 mills, is cheaper than plywood and stronger than chipboard. Instead of using whole strips of wood for plywood or grinding trees into near splinters and glueing them together to make chipboard, structureboard forms a mat out of three or four-inch strands of wood bonded together. The strands keep the strength of the fibres, which makes the board ideal for building or concrete shuddering, crates and packing.

Highland Forest Products at Dalross, east of Inverness, is now in full production aiming at a yearly output of 75,000 cubic metres of board. The new plant uses some of the latest techniques in structureboard production.

Pine logs from east Highland forests within a 50-mile radius are stripped of their bark on arrival and then cut up into

thin strands. These strands are dried in large revolving ovens before being coated with wax and resin.

What gives this production technique the leading edge is the "next stage—the 'orientation' of the strands. Large combs lay the strands down roughly in line with the length of the board to form its outside layer. Then strands are laid

across the width of the board to form the middle layer, followed by a final lengthways layer for the other outer side.

The mat of strands is then pressed and heated to bond together as a board using West German Wurten and Siempelkamp equipment. The system enables varying thicknesses of board to be produced from 6mm to 25mm.

Laying the fibres in two directions gives the board added strength, while orientation gives it more useful properties than other types of structure board where the strands are laid down at random. Bark from the trees is dried and burned to supply energy for production.

The process also gives it the name of oriented strand board as part of the structure board family. Structureboard is also known as waferboard and Highland Forest Products markets its product under the name Stirlingboard. One of its disadvantages is its matted appearance which requires a veneer or plastic covering before application in areas like furniture.

The Scottish plant is ideally suited to the small soft wood available from the nearby forests, whose trees are usually too small for plywood production.

Mr John Godfrey, managing director of Highland Forest Products, hopes to make inroads into the 15 cubic metres of plywood which is imported into Britain each year.

GENERAL SHOPPING S.A.

in liquidation

Société Holding Internationale pour le Commerce de Détail 8, Rue Zitté, Luxembourg

NOTICE IS HEREBY GIVEN that the

ANNUAL GENERAL MEETING

of General Shopping S.A. in liquidation will be held in the conference room of the Association des Banques et Banquiers Luxembourgeois, 23, Avenue Monterey (7th floor), Luxembourg, on 28th October 1985 at 11.00 a.m.

AGENDA

- Report of the Board of Liquidators on the progress of the liquidation.
- Miscellaneous.

In order to be entitled to attend the above General Meeting, the shareholders—according to Article 27 of the Articles of Incorporation—must deposit their share certificates at least five days prior to the Meeting (in this case on Monday, 21st October, at the latest) with the bank mentioned hereafter. Against deposit of share certificates, the following bank in the United Kingdom will then issue entrance cards for the Meeting:

Williams & Glyn's Bank Ltd, London

as well as all other banks assuring the financial service for the company in other countries.

For the Board of Liquidators
W. WIRTH, Chairman

Luxemburg, 23rd September 1985

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IT CAN ONLY BE ONE CAR.



There are two sides to every argument for the Porsche 928S Series 2. On the one hand, here is a luxury car of quite exceptional refinement. A car that's built by hand to Porsche's specification, then tailored to yours.

Front seats, for example, are electrically powered for height, reach and back adjustment. If you wish, they can be hide-upholstered in the colour of your choice.

To produce the perfect driving position, the steering column and instrument binnacle also adjust in unison.

There is an ingenious climate control, with an electronic 'weather eye' that monitors outdoor conditions.

The slightest change, and air flow alters automatically to maintain your pre-set cockpit temperature. Even the glovebox is air-conditioned.

While for a total change of atmosphere, you only have to turn to the 928's computerised sound system. Fittingly, the ultimate in music for the ultimate in movement.

Steering is power-assisted and speed sensitive.

Headlamps can be hydraulically adjusted (from inside the car). Wing mirrors not only demist but can be re-positioned at the touch of a button.

There is a cruise control to take the footwork (and the hard work) out of long distance driving.

A fourteen-function safety warning system monitors everything from brake pad wear to tail lamp operation.

There's central locking. Including an anti-intruder button that allows you to secure all doors even when the car is in motion.

And should you think that Porsche proportions are totally impractical, some final words of comfort. Leg room to the front is more than generous; luggage room to the back verges on the cavernous.

Fold the rear seats and you have more stowage space than a luxury saloon.

On the performance side, the 928S Series 2 is astonishingly flexible. Smooth and imperturbable around town. Fast (never furious) on the open road.

With 4-speed automatic transmission, the 928 produces rather impressive Factory Test figures. 0-62.5 mph (0-100 km/h) in 6.7 seconds. Top speed: 156 mph. The 5-speed manual is marginally swifter.

And as quickly as it starts, the 928 stops. It has one of the safest braking systems yet devised.

Second generation ABS cadence braking (allied to four piston, fixed caliper ventilated disc brakes) means that the 928 driver can stop rapidly and steer at the same time.

Handling is superbly controlled too, of course. Thanks firstly to the Transaxle driveline (engine fore, gearbox aft) which provides near-perfect weight distribution.

And secondly, to the Porsche-patented Weissach rear axle. An innovation which counteracts a car's natural tendency to break away on tight corners.

Fuel performance? 'Respectably economical' to quote 'Motor'.

And the 928 brings other rewards. A 2-year mechanical warranty.

The Porsche Longlife 10-year anti-corrosion warranty that's routine maintenance free. 12,000 mile service intervals.

But, above all, pleasure: the sheer ease of driving a car that sets new standards in luxury performance technology.

As Car Magazine concluded, and the motoring press have universally acknowledged, 'this is one of the very best cars in the world'. And who are we to disagree? For a personal introduction to your nearest Official

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THE ARTS

Architecture

Colin Amery

An adventure in Harvard

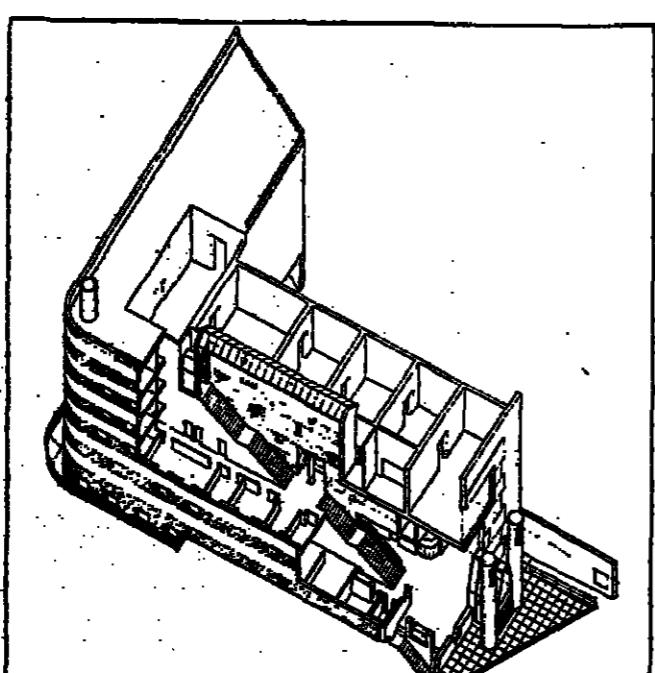
Celebrations are being held at Harvard University this week to mark the opening of an important museum. There is cause to celebrate on the architectural front too. The new building is the work of the British architect James Stirling, famous already for the much-admired extension to the Staatsgalerie in Stuttgart, and shortly to have his galleries for the Turner Collection at the Tate Gallery unveiled. Last week he was also named as one of the six shortlisted architects who are preparing designs for the extension of the London National Gallery.

Harvard has always been fortunate in its benefactors and sometimes in its architects. The campus is an architecturally mixed bag and the Stirling building joins a row of university premises by architects as varied as Coolidge, Shepley, Bulfinch and Abbott (the present Fogg Museum) and Le Corbusier (the Carpenter Centre).

The benefactor — the museum will bear his name — is Dr Arthur M. Sackler, a collector, publisher and research physicist. He will join the Fogg and the Busch-Reisinger as the third of Harvard's museums and will be used principally to house the university's collections of ancient, oriental and Islamic art.

It will be a teaching museum. The philosophy at Harvard is that students of the history of art learn "by contagion." Works of art are constantly on display and seen daily on the way to classrooms or lectures. The architect has understood and interpreted the privacy of the collections brilliantly. Although they are seen in public galleries, the scale is small, and the association between the public and the work of art is intimate. The faintly exotic appearance of the public spaces, particularly the main stair, gives the visitor a sense of penetrating a special world.

The museum is a complex and ingenious new building that forces any visitor to contemplate present architectural dilemmas. It occupies an L-shaped site across Broadway from the present Fogg Museum: the main entrance between two columns of pyramids is almost a link bridging the street and joining the new Sackler Museum to the Fogg. This is a strange faade, looking like a face gazing across at Harvard with a curious look in its eye implying something spider-like about the whole drawing.



A cut-away view of the new Sackler Museum at Harvard, by the architect James Stirling.

The drawing above shows, the architect has solved difficult spatial and use problems in an elementary but sensible way. He places the teaching room in a band around the street side of the museum and places a monumental stair at the centre. The galleries occupy a separate realm. On the street facade the random pattern of windows and the striped brick are banal — it is the interior that counts.

You step down into the entrance hall which makes it seem even taller and more monumental. The shape of the entrance suggests the way into an ancient tomb and above rises a narrow, top-lit stairway that leads to the topmost gallery and the classrooms. Walking as it does the divide between the public and the private rooms, the stair has the air of a narrow part of a castle. Since Roman and medieval reliefs are set into the high walls of the stair, giving the museum a sense of the antique even before the exhibits have been glimpsed.

There is a controversial note struck on the stairs: it is the architect's colour scheme. He has painted the walls of the stairway in taupe and cream, displaying his perverse lack of colour-sense. He persistently

uses vivid green paint wherever possible in many of his buildings. Fortunately the main galleries are finished in simple rough plaster, usually cream with solid oak floors and timber surrounds to openings.

The galleries are immensely successful. They are varied in size, well-proportioned and free of almost all of wilful jokes. The circular holes cut into the skirting are an aberration that spoils some of the smaller rooms. The top-lit rooms are very pleasing — light is baffled in a complex way that is successfully handled by the ceiling shapes and the architectural intent of the rooms. There is a lecture theatre that has a catastrophic quality.

This museum is, in spite of certain criticisms, an important and inventive architectural creation. James Stirling has made a powerful and evocative place. His architecture balances between the awful and the sublime. At the Sackler Museum he keeps the balance on the interior: the result is highly original — as galleries the spaces are an advance on Stirling and the whole place in an oblique architectural adventure. Visiting it is like eating a rich and strange meal: it keeps you thinking long afterwards.

Viv Nicholson became in 1961 the most famous pools winner ever because she was outraged to begin with and was prepared to go completely over the top to satisfy the critics.

Spend, Spend, Spend

Antony Thorncroft

This is the story of Vivian Nicholson who, through the agency of a Littlewoods cheque for £152,000, was transformed from a sluttish mother of four who stole mashed potato to feed her family into a sluttish mother of four who drenched herself in champagne and Chevrolets. It began life as an autobiography, was transformed by Jack Rosenthal into a TV play, and has now been arranged for the stage by Claire Lockham and Chris Bond and is presently on at the New Moon in Mile End.

Viv Nicholson became in 1961 the most famous pools winner ever because she was outraged to begin with and was prepared to go completely over the top to satisfy the critics.

As the play begins in the sensation-seeking media. So there were the drinking sprees, the car crashes, the abortion, the five husbands, the flirt with the psychic. Poolie's wimpy husband Keith played his part in the drama by being smashed out of his mind, and body, in his own car crash.

Inevitably it becomes a one-woman show and Victoria Hardcastle as Viv is relentlessly powerful as the victim of her own passions and greed. Fortunately there is no symbolism, moralising or social interpretation in this production: just the inevitable downfall of a girl from a brutalised home in Castleford whose basic style changed little after the wine — the drink became more expensive, the parties louder, the inability to control her life more pronounced. The set makes the point — covered with cheap rubbish in the first half with expensive rubbish after the interval.

To push home the points there is a wealth of songs, mainly of the period but with more appropriate words, played by a lively band in the balcony.

Most of the cast grab any role going, with Keith, the only man strong enough to master Viv, well played by Neil Pearson, cool and composed against his wife's flamboyance.

Generous cutting of the social realism in Viv's early years would make this a punchier show but when you take away the noisy packaging of the story there is really little remaining.

Spent, Spend, Spend is as biting an indictment of the spiritual poverty of the poor as of the rich and, in its boisterous escapism, offers excuses for everybody and nobody.

Hungarian Folk Ensemble on tour

The 75-strong Hungarian State Folk Ensemble is touring the United Kingdom until October 21. Founded in 1951, its aim has been to promote the development of Hungarian dancing, music and choral singing by combining old and new elements.

Il Trovatore/Covent Garden

Rodney Milnes

The Royal Opera's 276th performance of Verdi's blood-curdling melodrama on Saturday cheerfully gave the list to the tiresome old saw about it needing only the four best singers in the world, since the most consistently satisfying aspect of that evening was the conducting of Giuseppe Patane and the sterling contributions he inspired from an alert orchestra and a chorus maintaining its excellent current from the leadership of Renato Bruson. Nothing was left to chance, and there was no whiff of routine: effects were precisely calculated without, however, appearing to be — the secret of middle-period Verdi and one understood by all too few. This was most distinguished music-making.

Sig Patane's fresh yet mature approach rubbed off on at least one member of his cast, Elizabeth Connell (Leonora). It was characteristically bold of her to present her new credentials as a dramatic soprano to London in one of the most demanding of all roles in that repertory, and if she scored less than a total success, there was still much in her interpretation to admire. First of all, she showed the words as if they meant something (which they do) and shaped even the most routine phrase of recitative with musical and dramatic insight. Much of the role was quite rightly sung in a gentle mezzo voce, eloquently coloured, and Leonora's vulnerability was throughout touchingly conveyed.

So far so good, but on this evidence it would be idle to



Joan Plowright and Robin Bailey

Mrs Warren's Profession

Michael Coveney

John Osborne's peculiar vices may have deprived us of the most obviously appropriate Phoebe Rice of our generation but have resulted instead in the best possible Mrs Warren. Shaw's third "unpleasant" play has recently attracted comment along the lines that puritans are the cultural purifiers of the play. But Anthony Page's scrupulous and efficient revival for the National Theatre in the Lyttleton, an inspired replacement for the projected Plowright/Alan Bates *The Entertainer*, restores a genuinely feminist drama that is not nearly as well known as it should be.

The "social issue" label of the play wears a bit thin as we watch the male predators assemble in the Study, and even if the cottage's thatched roof is a little too like a bad wig and the hollyhocks are vividly wilting in the sun. (Patrick Robertson's interesting design idea of meshing photographic realisation with Victorian representation improves the play's credibility.)

Nicholas Selby's creepily impudent rector is particularly dubious, and the developing sexual relationship between Vivie and the bumbling ecclesiastical offspring — nicely judged by Mark Payne to incorporate the elements of both Wilde and Saki — adds a sexual confusion to the piece mostly overlooked in the textbooks.

Joan Plowright makes of *Shaw's Ghost*, taking up the Deneen study of mutual discovery between parent and child as Vivie Warren, an ideal GBS female of whom Saint Joan is a more spectacular later version, disowns her mother on principle — the drink became more expensive, the parties louder, the inability to control her life more pronounced. The set makes the point — covered with cheap rubbish in the first half with expensive rubbish after the interval.

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Saint Joan/Theatre Royal, Brighton

Michael Coveney

It is interesting how a play of Shaw's like *Mrs Warren's Profession*, just opened at the National, can still take us by surprise whereas an alleged Shavian "masterpiece" like *Saint Joan* does nothing of the sort. *Saint Joan* is vigorous but dull, monolithic and resistant to interpretative invention. Or so it always seems to me, and never more so than at the Theatre Royal in Brighton on Friday night where Clifford Williams' revival for Anthony Quayle's touring Company opened a weekend stint before moving on this week to Newmarket and then on to Plymouth, Bournemouth, Wolverhampton, Leeds and Glasgow.

Quayle has worked hard at

frowning even harder than he does as Prospero, playing the sober, sombre Cauchon as if expecting black-bordered mail with every delivery. Tony Britton has had the well-idea of playing Warick as if he were a medieval forebather of Coward's Gary Essendine; and John Sharp's Stogumber is suitably daffy and fustered by all the terrible jokes he has to discharge.

The rest of the cast adopt

wildly divergent approaches, ranging from Clive Francis's threateningly understated Inquisitor, a treacherously formidable monkishly-garbed opponent whom Joan can easily identify as "God's" self-appointed messenger, to

Tessie Wilson's cheerfully ebullient Dunots, not at all afraid of the embarrassing poetries about wind and kingfishers on the banks of the Loire.

Finally James's design is well basic comprising a few fowery wooden beams in a gibbet arrangement, stock medieval costumes and the usual evocation of banners and fleurs de lys. After the reconton and the cowardly sentence, Lopata moves confidently into the "Light your fire" invocation and as Cauchon issues the excommunicate order, the stage begins to glow. The effect is good, but not stunning, for it is better thought out many times before, for the simple reason that Shaw demands it in his stage directions.

This is the trouble. The play leaves little room for imaginative manoeuvre and too few directors seem anxious to break the presentational mould.

IRCAM concerts/St. John's, Smith Square

Dominic Gill

Ten years ago Pierre Boulez's IRCAM opened its underground doors beneath the Place Beauvau in Paris to composers, performers and technicians in the name of musical and acoustical experiment and research. Since then the new technology, and especially the new computer technology, has made giant strides forward; but the crucial moment, the crucial meeting-point at which music and the new electronic technology can take off together, has still to be reached.

Gilbert Amy's *La sorciere* was an ungainly, incoherent piece for 18 instruments and tape in which nothing married: neither the instruments among themselves, nor the tape and the instruments of the tape-part itself. Even more of it sounded tentative, awkward, overwhelmed an overwhelming sense of the composer's, rather than the listeners', bafflement and indecision.

Thursday's concert at the Bar-

bican Hall, given by the London Symphony Orchestra under Pierre Boulez, was another in the continuing "Mahler" series. The music was Hans Schwarzwälder, beautifully tuned, full-voiced, only occasionally a little solid, even cumbersome, in her phrasing. There were many magical moments (although the Boulez manner does not permit lingering over any single one with too much relish) — not least the wonderful final cadence of "Von der Schönheit," endlessly slow, whose every note was exquisitely placed.

After a short pause the orchestra

and tape of *Die Lied der Erde* had similar clarity, authority and ease of the tape and the instruments of the tape-part itself.

There was a brief, tentative

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FINANCIAL TIMES

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Monday October 14 1985

Seeking a role for Eureka

A CRITICAL phase is beginning for Eureka, the proposed programme of co-operation to improve Europe's competitiveness in high-technology. Its future will be the subject of three international meetings in the next month, the first of which takes place in London today.

The first task for the 18 countries involved is to decide precisely what the project is supposed to be. Unlike the \$33m (£23.5bn) U.S. Star Wars research programme which partly inspired it, Eureka lacks a single, overriding goal. Indeed, it has no firm goals at all so far, and the Greeks for "I have found it" seems an optimistic title. "We are still looking" might be more apt.

Concerns
Worthwhile co-operation will require skilful compromises and mutual concessions by governments and companies. There are obvious dangers that, without a clearer sense of direction, Eureka could lose momentum or degenerate into unseemly squabbling, in which old intra-European rivalries were painfully exposed.

A broad consensus exists that Europe's competitive weakness is due not to scarce technological resources, but to the failure to exploit them effectively on world markets. There is also agreement on the main causes: lack of a single European market, and the fragmented, nationally-oriented structure of much of Europe's industry.

Beyond that, however, attitudes diverge. The British Government views Eureka primarily as a pragmatic exercise in collaboration by private industry, to which governments' main contribution should be dismantling trade barriers rather than offering subsidies.

A market-led programme which encourages companies to take the initiative has much to commend it. However, other countries may need convincing that Britain's frugal approach is not really due to lack of enthusiasm for Eureka.

France, which is strongly attracted to state-directed "prestige" projects in high technology, favours a generous Eureka budget. In Italy, state involvement in industry is so widespread that government

is a foregone conclusion. Bonn, backing in some form, appears to still seem undecided.

National differences aside, there is a genuine dilemma here. Too often, Europe's larger high-technology companies appear willing to commit themselves to ambitious ventures only when governments take the lead and shoulder much of the risk. Excessively cautious management attitudes are part of Europe's problem.

However, it may be hard to mobilise industrial support for Eureka without some government pump-priming, particularly when European scientists and companies are being鼓舞ed by jolly Star Wars research contracts. The few weeks should show whether a sensible balance of priorities can be struck.

The removal of European non-tariff barriers must not be allowed to become sidetracked by disagreements about the funding and administration of Eureka. It is no use urging companies to attack world markets more aggressively if they are denied access to a single European market.

Actions

Other actions are urgently needed, too. The competitiveness of some European high-technology sectors, notably telecommunications equipment, is seriously weakened by excess capacity and duplication of effort, which may be solved only by extensive industrial rationalisation.

The structural changes occurred against a backdrop of disappointingly slow overall economic growth. Over the whole decade GDP grew in real terms by little more than 13 per cent. In the five years from 1979 GDP grew by barely more than 3 per cent.

The macromeconomic trends were dull and depressing. They were also well-understood. Less appreciated, perhaps, is the scale of the variation in the performance of different sectors. The growth rates of service and production industries, and associated changes in employment, over the decade are shown in the two small tables. The main table shows the absolute contribution of various sectors of total GDP growth between 1974 and 1984.

The size of each sector's contribution depends on two things: its relative size and its rate of growth. Thus between 1974 and 1984, agriculture contributed 0.6 units out of a total increase in GDP of 3.2 units (GDP in 1980 was 100 units), or 19 per cent of the total. The contribution was quite out of proportion to the sector's GDP weighting of only 2.2 per cent. It reflected the rapid growth of agricultural output.

The relative sizes of different sectors—even as measured by their now-inaccurate 1980 weights—may come as a surprise. Thus manufacturing accounts for a mere 26.8 per cent of GDP; total production

time in 1986 as something near an even-money possibility. It is a very safe bet that their contingency plans are much further advanced than those of governments; yet a settlement of the Gulf War would probably make this an odds-on chance.

What needs stressing is that these are in no sense trivial questions. Both a better-balanced U.S. Budget and (except perhaps in London) a sharply lower oil price would be greeted as good news; but both could also prove to be disruptive events, and both would be unambiguously deflationary.

The potential scale of deflation is large. AEG's budget tightening would impact directly on the current account, reducing net demand for America's trading partners by perhaps \$25bn a year. A lower oil price would deflate demand similarly.

Dilemma

There is no difficulty in proposing a response to a deflationary shock, but there could be substantial difficulty in persuading those with most power to help to hear the answer: a decade-and-a-half of wrestling with inflation has left them, like the British defenders of Singapore in 1942, with all their guns pointing the wrong way. It is possible, of course, that the rapid fall in interest rates which might follow such shocks—as a result of efforts to stabilise the banking system rather than the world economy—would be enough to restore stability through an investment boom, but it is highly improbable.

The history of the last two oil shocks, which posed a dilemma rather than a straight challenge, shows that the nature of the fiscal response makes a large difference to the outcome. A shock without fiscal response might be almost as deflationary as the 1973 shock was inflationary. As we have explained, these are possibilities, not probabilities; but it would be reassuring to know that contingency plans in national treasuries and central banks, in the IMF and the OECD were being elaborated half as thoroughly as they are in the offices of the oil majors.

Oil price

Another downside possibility which has actually been studied quite closely in a purely domestic way in London is that of an oil price collapse. Oil price speculation has of course become an annual event, and so far a combination of the spot market and the dollar decline is contriving a remarkably smooth adjustment. However, the major oil companies still regard a disruptive collapse some

HOW radically has the structure of the British economy altered in the past decade? Casual observation suggests there has been a huge upheaval. Indeed, it is hardly an exaggeration to say that there now seem to be two quite separate UK economies: a service-based economy which flourishes in London and the South East and a production-based economy which languishes in the Midlands and the North.

At the same time, there are now two competing—and compelling—images of British economic life in the 1980s. On the one hand, there is the gloomy vision of those who fret ceaselessly about "de-industrialisation": a grey landscape of deserted factories in what was once the nation's industrial heartland; an endless and depressing vista of idle queues. On the other, there is the much more encouraging vision of those who talk airily of a new "post-industrial society." A bustling and vibrant information-based service economy is perhaps best symbolised by the frenetic activity in financial markets or the apparently non-stop growth of business services such as management consultancy. The job merry-go-round in the City of London and the seemingly insatiable inflation of financial sector wages looks like the icing on a fast-expanding services cake.

Which image is the more representative of the UK's economic health: should we heed the de-industrialists or the post-industrialists? Any judgment has to rest on a detailed examination of the changing structure of the British economy over the last decade, on an analysis of how far casual empiricism about the "new service economy" is backed up by hard figures.

Measuring the relative performance of the production and service sectors is by no means straightforward: the output of service industries is notoriously difficult to gauge. The structural changes occurred against a backdrop of disappointing slow overall economic growth. Over the whole decade GDP grew in real terms by little more than 13 per cent. In the five years from 1979 GDP grew by barely more than 3 per cent.

The macromeconomic trends were dull and depressing. They were also well-understood. Less appreciated, perhaps, is the scale of the variation in the performance of different sectors. The growth rates of service and production industries, and associated changes in employment, over the decade are shown in the two small tables. The main table shows the absolute contribution of various sectors of total GDP growth between 1974 and 1984.

The size of each sector's contribution depends on two things: its relative size and its rate of growth. Thus between 1974 and 1984, agriculture contributed 0.6 units out of a total increase in GDP of 3.2 units (GDP in 1980 was 100 units), or 19 per cent of the total. The contribution was quite out of proportion to the sector's GDP weighting of only 2.2 per cent. It reflected the rapid growth of agricultural output.

The relative sizes of different sectors—even as measured by their now-inaccurate 1980 weights—may come as a surprise. Thus manufacturing accounts for a mere 26.8 per cent of GDP; total production

The British economy

A tale of (at least) two nations

By Michael Prowse

and construction (which includes energy) for only 42.4 per cent.

Even more striking, the national accounts group "banking, finance, insurance, business services and leasing"—call it "financial services"—for short—accounts for 11.6 per cent of GDP. By this measure financial services, broadly interpreted, contribute more to GDP growth between 1974 and 1984 (when the oil build-up was unsung) than in the following five years. The figures for the later period, however, are slightly distorted by the 1984 coal strike.

The counterpart of the expansion of oil and services was the contraction of manufacturing and construction. These sectors shrank by 11 per cent and 7 per cent over the period and the output lost because of their decline amounted to about 30 per cent of the net increase in GDP over the period.

How was the service economy, in particular the financial sector, able to contribute such a large proportion of recent GDP growth? Answer: by growing much faster than the rest of the economy. In the decade to 1984, service output grew by 21 per cent in real terms—seven percentage points more than the economy as a whole. The real output of financial services (if the National Accounts are to be believed) increased by about 70 per cent over the period.

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FOREIGN AFFAIRS: THE NEXT EEC SUMMIT

Italy opens a Pandora's box

By Ian Davidson

THE MEMBERS of the European Community are in the throes of deciding whether or not, for the first time for many years, to be serious about their collective future. The so-called "Inter-Governmental Conference," which was convened at the Milan summit just before the summer holidays to negotiate reforms in the running of the Community, is slowly grinding into action. The deadline for the tabling of national proposals is tomorrow; the foreign ministers are expected to start taking a grip of the negotiations next Monday; and they are meant to deliver a package to the next European summit in early December.

Yet it would be hard for the man in the street to tell that anything at all was up. Of course, even at the best of times the Community lacks popular sex-appeal. But it is striking how little interest is being publicly generated by an exercise which may, just may, turn out to be of historic significance — for good or ill; even more striking is the fact that, with only seven weeks to go before the Luxembourg summit, even the bureaucratic insiders are wholly uncertain whether the negotiations will lead to triumph or disaster.

When the Italians launched their proposal out of the blue at the Milan meeting, it was absolutely clear that, in the minds of those who supported the idea, the purpose of the Inter-Governmental Conference was to negotiate changes in the Treaty of Rome so as to make the Community work better, to introduce more majority voting in place of unanimity, and in some way to strengthen the role of the European Parliament. Mrs Thatcher, the British Prime Minister, opposed the idea of a conference, and contested the need for any treaty changes; but her opposition could not alter the political fact that treaty changes were to be the subject of the conference.

In principle, that is still the theme of the drama that is now about to be enacted. But there seems more than a little uncertainty whether all the actors are quite so happy with their assigned parts — and it is some of the federalist heroes, in particular, who seem to be having second thoughts.

The Italian proposal for a conference caught everybody by surprise; but it might have



Mrs Thatcher opposed the idea of a conference. President Mitterrand may not have made up his mind what he wants from it and (right) Mr. Bettino Craxi, Prime Minister of Italy, who seeks radical change

been supposed that the seven member states which voted for it would have a rough idea of what they wanted it to achieve, and would have been eager to draft recommendations to put before the conference in due course. Not a bit of it; the suggestion box is almost empty.

There are four different ideas on the tighter co-ordination of the foreign policies of the member states, and the separate negotiations on this subject (which lies outside the competence of the Treaty of Rome) should by now be within reach of a single unified text. But on the central issue of the functioning of the Community, there

has been no progress at all, and the Commission seems to be uncommitted, at least in public, while echoes from Bonn suggest reservations, not merely about the wholesale extension of majority voting, but also about the liberalisation of trade in goods and services within the Community.

In other words, some of the member states are wondering whether they are, after all, quite comfortable with a "mild" Community. The trouble is that Italy has opened Pandora's box, and it cannot easily be closed.

The explanation for the prolixity of the Commission and the near-silence of the member states is illuminating but not necessarily reassuring. The Commission has seized on the conference as an opportunity — perhaps the last for many years — to codify and bring within the competence of the Community a number of policy areas which have so far been handled, if they have been handled, outside.

Some of the member states, on the other hand, have discovered, after a little bit more reflection, that they are keen on the bright new world of a more integrated Europe as they may have imagined it three months ago. Italy and the Benelux countries, it is said, are still gungho for radical reform, even if their remains some cau-

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Since the summer, the Commission has vastly enlarged the agenda, with proposals for new treaty chapters on such diverse issues as the liberalisation of the internal market, the environment, technology, culture, the powers of the Commission, the role of the parliament, the transfer of resources from the rich to the poor member states and (coming shortly) monetary policy.

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ARAB BANKING 2

Market potential remains

Project and Trade Finance

CAROLINE MONTAGU

EXPORTING TO the Middle East has taken on board a range of fresh difficulties as more markets move from being cash to credit. Exporters are never short of complaints about the exercise of their business but now with payment delays in previously sure markets, such as Saudi Arabia, their litany of woes is more strident.

At the same time a number of major corporates still say that despite dramatic revenue and the end of the boom years the Middle East remains the export market with the most potential.

Payment delays are now a feature for much more Middle East business. Reasons for these delays can stem from genuine shortages in countries traditionally lacking enough foreign exchange but on public sector contracts governments appear to be deliberately sheltering behind their slow moving bureaucracies.

This holds as true in Saudi Arabia as it does in Egypt. However, Egypt has greater foreign exchange needs than it has resources to generate it. On the same argument a slowdown at present in business activity in Egypt would make good sense as it would allow changes to be made and absorbed and keep indebtedness at a manageable level.

Payment problems in Libya, however, appear variable and are frequently attributed to Colonel Gadhafi's unpredictability.

Payment delays in countries with previously good records, such as the Gulf and Saudi Arabia, reflect their much lowered government receipts, but international companies take a fairly sanguine view even of this situation. They argue that the Middle East, with the exception of Morocco, has always honoured its debts and, notwithstanding Iraq's problems in 1982-83.

At the time, it asked creditors for a delay in payments and then honoured the subsequent arrangements.

Faced with increased credit and market uncertainty exporters and contractors are working overtime to minimise their risks but secure their contracts.

For contracts with the Middle East oil exporters barter or countertrade is becoming more and more frequently a feature. The recent UK/Saudi Arabian \$1bn deal to sell Tornado and Hawk combat aircraft contains,

it is understood, some percentage of the payment in oil. The contract is further complicated by training requirements demanded by the Saudis and may also have an element of offset investment built in.

If there is a substantial

commodity deal in the Tornado contract, it will rate as one of the biggest barter deals ever.

The offset investment requirement on which no details yet exist, may involve investment by UK companies in industrial or service ventures in the Kingdom.

The precedent for this in

Saudi Arabia has already been

established in the U.S./Saudi

Peace Shield defence system.

The successful contractors, Boeing and General Electric, have

had the greatest difficulty in

identifying potentially profit-

able investments in Saudi

Arabia and in the end opted for service, not industrial, ven-

tures. However, the concept of

offset investment in major

deals is here to stay.

Arab countries have also

observed Turkey's successes in

offset investment and then

counterpurchase on the U.S./

Turkey defence contracts.

Countertrade in oil for goods

and projects is now nothing

new in the Middle East. Iraq,

Iran, Libya and Algeria are the

main operators. Its use is not

restricted to contracts in the

direct supply of goods and ser-

vices; it can be used to com-

plete or guarantee project

financing.

In bidding last year on an

Algerian infrastructural project

one tenderer's willingness to

take the full foreign exchange

component of the deal in oil

gave him a head start. Most

oil net to countertrade deals

comes from members of the

Organization of Petroleum Ex-

porting Countries; at the end of

1984 the volume was roughly

estimated at 2.5m barrels a day,

compared with 1m b/d in 1982.

Contracts.

Exporters in the supply of

normal goods and commodities

are searching out or resurrecting

more secure techniques to

lower the credit risk beyond the use of normal documentary credits. In Iraq, where letters of credit are normally unconfirmed, exporters are resorting to getting "silent confirmation" from their own banks.

Among techniques in the form are factoring, invoice discounting and forfaiting, which is being used for a far wider range of goods than traditionally. Forfaiting, a form of non-recourse financing for the supplier, has been used across the Middle East, though it is not officially permitted in Algeria, where forfaiting deals have to be conducted with great discretion.

The biggest market is Egypt where the private joint venture banks have the best reputation as guarantors, as the state banks have problems with government currency regulations.

Finding banks that can take risks on Middle Eastern countries is one of the biggest headaches for exporters. As this varies on a virtually daily basis exporters need considerable time and energy in finding a bank with credit lines open for high risk Arab countries. They see the need for further development of export finance brokers and clearing houses.

The same difficulty exists in developing medium-term financing packages for the Middle East. Long standing borrowers are finding it hard to get credit and new countries are joining the credit queue.

In 1982 one of the major U.S. process engineering companies was asked to his surprise to produce a financing package for a project in one of the Gulf states. Now this has become a matter of course.

The contract for Luberf II, the Mobil/Petronas lube oil refinery in Saudi Arabia, went to a Japanese consortium because of the long, soft terms of their financing package.

In the area of medium-term project finance another problem contractors face more frequently is the absence of government guarantees. Now even when government or public sector agency guarantees are available, their value has gone down.

The quality of collateral within the commercial banking sector of Saudi Arabia is under serious discussion at present. Its quality is impaired by a real question mark over whether within the Muslim environment of the Kingdom it can ever be called.

Many of the new banks developed businesses based almost entirely on borrowed funds and dealings with institutions

and investment of their own.

All of the banks were pampered.

The Gulf governments and government institutions were easy customers; both as subscribers to the loans in which the banks were involved, and, later, as borrowers.

In the United Arab Emirates

a further group of banks was

set up with the primary objective of lending for the trade and investment of their own.

In the United Arab Emirates

that has depth, that is widely

based and where the supply of

services and financial instruments constantly changes to adapt itself to demand.

Assely and all other Arab

bankers ascribe the failures of

the later 1970s and early 1980s

to the great shortage of Arab

manpower in banking, which

lead to a lack of vision. The

expertise of almost all Arab

banks is still confined to

syndicated lending, trade

finance and contractors' guarantees.

tions.

In the UAE, admittedly, the situation was somewhat different in that the banks did deal with individuals. There the pampering came in the form of lax central bank supervision, which allowed growth based on

speculative lending which would have been illegal elsewhere.

Those banks that have Arabinian deposit bases—the original domestic commercial banks of the area—have cheap enough funds to be able to make money on the markets but those that have to borrow have to lend to customers if they are to make an adequate margin.

In Saudi Arabia and the Gulf

a great many corporate customers and small businesses are potential bankrupts or are liable to default on their loans and escape without paying interest.

At the same time, the syndicated loan market has contracted. If one excluded from the totals merger financing in the U.S. note issuance facilities and asset financing for Latin American governments, the market fell from \$96bn in 1981

to \$58bn in 1982.

The participation of Arab banks as lenders in this market fell from 11.4 per cent in 1981 to 6.3 per cent in 1982, mainly because of a decline in borrowing by the Arab governments and private sectors.

These changes in the markets

are talked of developing fee income, though as yet very few banks have done well in this.

The most notable exception is Banque Arabe et Internationale des Investissements (BAII) in Paris. BAII has organised acquisitions and established itself in the securities business in London and New York.

In theory there is a fee earning opportunity for Arab banks in the fast-growing international bond market, which this year is expected to total over \$100bn, compared with

Far Left: The Arab Bank for Foreign Investment and Trade in Dubai. Left: The Bank of Credit and Commerce International and the Arab Monetary Fund buildings on the Corniche. Banks throughout the Gulf are no longer finding the types of business they were established to handle and are therefore being forced to reassess their role.

Reassessment of role to be played

Arab Banks in International Markets

MICHAEL FIELD

In the past two years their

Arab experts have caused the Arab banks to suffer. Trade with the area has fallen and lending within the Arabian peninsula has become hazardous.

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In theory there is a fee earning opportunity for Arab banks in the fast-growing international bond market, which this year is expected to total over \$100bn, compared with

soon in 1981. The opportunity will materialise if Arab Governments and other potential Arab clients, feel confident enough to want to borrow and follow the global trend towards securitisation of borrowings.

Bond issues, admittedly, are more difficult to manage than syndicated loans. Arab banks should be helped by their special relationships with Arab Governments.

At the same time, as they diversify it seems logical that Arab banks will become more involved on the ground in centres outside the Arab world.

In doing this some will be following their Arab clients as they invest abroad and need merchant banking services abroad. The Lebanese Banque Audi, for example, has recently opened a representative office in Miami through most branches are in less exotic locations.

Other institutions, traditionally Arab commercial banks, will find themselves with increasing deposits at home caused by the rundown of local businesses and the declining demand for inventory, and will establish offices in London and New York for treasury business.

This is the purpose of the new branch of the National Commercial Bank in London, which is to start work at the beginning of 1986. It is assumed NCB will become the centre of the London Saudi riyal market.

Finally, there will be banks which will go abroad to look for customer deposits. These institutions, such as the Arab Banking Corporation, which has bought a substantial Spanish bank, will not be following existing clients or looking for any Arab business at all. They will be seeking to add an entirely new element to their balance sheets.

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ARAB BANKING 3

Faced with need to diversify

Bahrain Offshore

MICHAEL FIELD

SPECULATION is widespread over the future of Bahrain as an offshore banking centre, with the Bahraini Government itself partly responsible for fuelling it.

The problem is not that the Government has made serious mistakes in its handling of the banks since the offshore licences were drawn up exactly ten years ago, though some bankers say that the Bahrain Monetary Agency left the banking community in the dark for too long about what was happening. At the Arab Asian Bank at the end of 1984 the bank lost its capital and was subsequently taken over by the Bahraini family of Saudi Arabia.

Other critics now say that they would like the EMA and the Saudi Arabian Monetary Agency to come up with a statement on how they see Bahrain evolving during the next five years—but given the economic uncertainties of the region and Saudi's reticence this is whistling in the wind.

Where the Bahraini Government is going wrong is in being too defensive, reacting too strongly to press comments that seem to it to be pessimistic. Great publicity, on the other hand, given to any bank's statement that it believes in the future of Bahrain.

There are merritings, too, that banks which leave Bahrain will regret it when "the economic upturn" comes in 1986.

There is no doubt that the Bahraini offshore market is shrinking. "To say it's a period of consolidation would be an understatement," a very honest official remarked recently.

The lending and bonding business in Saudi Arabia, which sustained the growth of the market in its first eight years and may have accounted for over half of the offshore banks' profits is more or less dead. At

the same time the expansionary banking of the 1970s—Involving big syndications based on borrowed funds—is out of vogue. Banks are talking of customer deposits and customer lending. They are becoming more conservative and more concerned with their home bases.

These trends are working against Bahrain, but the practical results so far have not been very serious. The assets of the offshore system remained fairly steady in 1984, at around \$58bn, \$62bn, and in the first half of this year fell to \$57.2bn.

Business in the Saudi riyal exchange market, which has always been one of the major money market operations on the island, has fallen hardly at all. The decline of a local market in London and the decline in demand by foreign contractors in Saudi Arabia. One reason for the activity is that Saudis are speculating on further small devaluations of the currency.

Only three offshore banks, out of a peak total of 78, have withdrawn from the island. These have been Continental Illinois, which closed its office as part of a global retrenchment, Security Pacific and Banco Comercio e Industrial de Sao Paulo.

Several representative offices have closed (Leaving 61) and much more importantly, some of the big banks have shut their dealing rooms or cut their staffs. Both Barclays and Midland have closed dealing rooms and Bank of America, United Gulf Bank (one of the locally incorporated banks) and Bankers Trust, among others, have announced staff cuts of up to 50 per cent.

Bank of America and Midland made their cuts, they say, partly or entirely for internal reasons. B of A has been a strong force in dealing with Saudi Arabia, where the market downturn would have prompted a staff cut, but had also installed a large computer network for the Middle East and Europe, based in Croydon, which had reduced its need for operations staff on the ground.

Midland at the same time, was being asked by the Bank of

England to improve its global capital ratio, which made it logical for it to close a foreign treasury operation.

The dealing room closures are regarded as being significant mainly because they are felt in the market to be possible precedents to the complete closures of the OBUS concerned—even though Midland in other respects has increased its presence on the island. Security Pacific closed its dealing room some time before it withdrew.

From a strictly banking point of view the departure of these institutions would be no great loss. There are probably too many banks in the market now, and those liable to leave are not the important ones.

The big banks, some of which

Bahrain Offshore Banking-Regional Currency Position (U.S.\$m)

End of Period	Deposits	Forward Purchases	Total	Net	Deposits	Forward Sales	Total
1976	1,196	153	1,349	+ 72	1,168	109	1,277
1977	3,242	988	4,230	- 63	3,567	726	4,293
1978	6,075	1,654	7,729	+ 7	6,729	1,002	7,722
1979	7,440	1,415	8,855	- 92	8,113	824	8,947
1980	8,283	1,838	10,122	- 71	9,386	827	10,193
1981	10,568	2,822	13,390	- 725	12,457	1,582	14,119
1982	10,799	4,511	15,310	- 1,283	13,301	3,292	16,593
1983	10,791	6,872	17,663	- 1,592	15,008	4,532	19,255
1984	12,063	10,160	22,223	- 1,369	17,021	6,571	22,592
Q1	10,944	9,446	20,390	- 1,181	15,175	6,382	21,571
Q2	9,794	8,477	18,271	- 1,648	13,639	6,280	19,919
Q3	9,323	7,829	17,162	- 1,596	13,657	5,701	19,358
1985	9,442	8,987	18,435	- 1,755	13,748	6,442	20,193
January	9,442	9,155	18,598	- 1,788	13,876	7,467	21,343
February	9,442	9,155	18,598	- 1,788	13,876	7,467	21,343
March	10,642	10,642	20,684	- 1,918	14,119	8,485	22,682
April	10,491	11,152	21,633	- 1,536	14,783	8,386	22,169
May	10,236	10,763	21,019	- 1,618	14,412	8,224	21,637
June	9,747	9,750	19,497	- 1,827	13,649	7,675	21,324

from lending and correspondent banking to services. The examples normally mentioned are that banks should help clients hedge their interest rate and foreign exchange exposure, modernise their management, or restructure themselves, and invest part of their assets overseas.

These people, however, are either very well or relatively well paid and directly and indirectly they give employment to others. They are the vital tip of a pyramid of employment. Probably their total effect on Bahrain's employment is in the range of 12,000/15,000.

What is certain is that the type of business done in Bahrain will have to change. The emphasis has to switch but which only the bigger banks will be able to make.

These banks can make the change will probably stay in Bahrain. Many banks know that they have done extremely well there in the past. They have regional business for which Bahrain makes a good base. It is logical for them to be committed to the area until the upturn in the oil market, which has been an article of faith in the 1980s.

For some banks the new circumstances demand a change not only in the emphasis of their operations but in their raison d'être. This applies to all the banks talk about which all the banks talk about

important are the Gulf International Bank and the Arab Banking Corporation. On a somewhat lesser scale are the Bahrain Middle East Bank, the Kuwait Asia Bank and the United Gulf Bank, all of which are products of the syndicated lending boom.

Apart from talking of services again—United Bahrain Monetary Agency a new responsibility, for the supervision of banks which may soon have much of their operations.

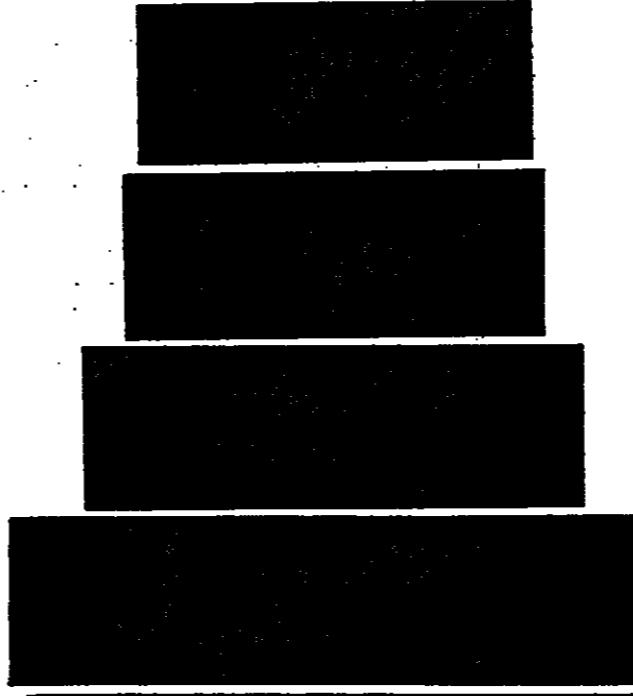
ABC, whose chairman, Abdullah Saudi, has often said that any serious bank has to have access to customer deposits, has bought or is buying banks in Spain (Banco Atlantico), Portugal and Hong Kong.

Kuwait Asia has a bank in Singapore and is looking at investments in Asia. Bahrain Middle East Bank has bought a bank in Switzerland and is looking at a purchase in the U.S.

It is pointed out in Bahrain that this internationalisation gives the Bahrain Monetary Agency a new responsibility, for the supervision of banks which may soon have much of their business abroad.

The problem is not helped by the fact that some of these banks have expensive and unrewarding property investments on the island, and all are owned in part by foreigners, particularly Kuwaitis.

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Toeing similar line

Maghreb Countries

FRANCIS GHILES

DESPITE their many differences where foreign affairs and social policies are concerned, the three western Maghreb countries—Morocco, Algeria and Tunisia—have been pursuing broadly similar policies of austerity over the past year.

Strong differences remain, however. In Morocco the country's \$1.8bn foreign debt, now partly rescheduled after two years of difficult negotiations, amounts to more than 100 per cent of Gross Domestic Product.

It has forced the authorities to take draconian measures, including the slashing of the investment budget, the third increase in four years the price of certain basic foodstuffs aimed at reducing the level of budget deficit.

This deficit had reached 12.3 per cent of GDP in 1982, a figure which was reduced to 6.7 per cent last year.

Cutting food subsidies in the smaller of the three North African countries was an exercise fraught with danger after the failed attempt to double bread prices in January 1984, a decision which led to the worst riots since independence.

Unlike Morocco, however, Tunisia had no need to the International Monetary Fund. Privately, the IMF and the World Bank have been critical of certain aspects of Tunisian economic management.

But earlier this year a rising trade deficit and the very low level of foreign reserves forced the Finance Minister, M. Mohamed Mzali, to order that budget expenditure increases be kept to 7 per cent this year and, in respect of the capital account, frozen in 1986.

Tunisia's \$4.2bn foreign debt, which absorbs 22.5 per cent of current receipts, is heavy but still a lighter burden than in Morocco.

Algerian problems are, in a number of respects, rather different. The decision taken by the authorities in 1980 to rein in the foreign debt means that, after the jump in repayment of 1983-1985, Algeria has found it relatively easy to raise about \$1.7bn in new money in the international capital markets, as very fine spreads this year. A \$1.62bn foreign debt, if compared with an income of \$12.5bn from the sale of oil and gas (about the same as last year) does not look too heavy.

The \$5bn trade surplus is needed to finance interest on the debt and the deficit in services.

The extreme caution which the visitor senses at every level in Algeria today, and the considerable slowing down in new orders of capital goods, suggest that the authorities have few illusions about the consequences of a fall in the price of oil and gas which have an external

ARAB BANKING 4

Central Bank urges
more realistic
approach to loansUAE Banking
KATHLEEN EVANS

THERE IS a debate raging in the United Arab Emirates — a post mortem, about who is to blame for the current troubles in the nation's banking sector.

Profits recorded by the country's 52 banks have shrivelled, some by as much as 67 per cent, as each makes provision for expected losses on old loans. Some of the foreign banks with restricted licences, such as Bank of America and Chase Manhattan, have already decided to call it a day and have pulled out of the Emirates. Others are engaged in trawling their staff, as well as those from coffee boys to general managers are now feeling vulnerable to the effects of this painful process.

The future seems to provide no comfort, for only the most optimistic are counting on a revitalisation of business activity.

The focus of the debate is the loan portfolios which remain from the country's boom days. Customers and Government officials on one side argue that having been stupid enough to lend funds with little or no security, the banks will now have to carry their burden of past irresponsibility.

On the bankers' side, senior executives respond that inflationary lending during the good old days was officially encouraged, and that not only not the most expert economists could have foreseen the drastic effects the downturn in oil demand would have on the Gulf economies.

Unless these problems are resolved and greater legal muscle given to the banks, further injections of funds may be necessary to the new institution. "We will have to write off a lot of money if there are no changes in the law, and we have already told the Government this," says Mr Sweiid. He has also given notice that staff redundancies can be expected and no dividends can be envisaged until the bank is in better shape.

The Central Bank of the United Arab Emirates (UAE) was born in 1980 after a crisis in 1977 left the country's banking system severely shaken. Two banks closed their doors, one of them never to reopen. Depositors had to wait more than a year to receive a fraction of their funds. Clearly, the country had to have a strong central monetary authority.

Given the boom and bust nature of the UAE economy, it had found itself subjected to the divergent tugs and pulls exerted by Dubai and Abu Dhabi. At times, these differences between the Central Bank and the Sheikhs assume petty and even personal dimensions.

Central Bank staff, many of whom are foreigners, have a hard time advising the sheikhs on their emirates, let alone imposing painful policies on their behalf.

In the past few months, the Central Bank has concentrated on forcing banks to take a more realistic look at their advances, and provide for those loans which are clearly doubtful.

In addition, it has officially encouraged mergers to take place. So far, five banks have been merged, and this has undoubtedly helped solidify the system.

In the future, though, bank

mergers will not be so easily achieved. Moreover, even the newly-emerged institutions, fat with Government cash as they are, are finding their ancestry difficult to shrug off.

For example, when Sultan al Sweiid took over as chief executive of the newly-formed Abu Dhabi Commercial Bank, he found that "some" of the three constituent banks (Emirates Commercial Bank, Federal Commercial Bank and Khalid Commercial Bank) were not debtors. Some Dh 1.25bn was injected into the bank by the Abu Dhabi Government to provide new capital. Nevertheless, the banking community in the Emirates is still alive with speculation about the ratio of non-performing loans the Abu Dhabi Commercial Bank has added and the Dh 500m advances it took over.

Being an Abu Dhabi man, Mr Sweiid is able to be more frank about the economic problems he faces than his foreign counterparts. A number of the loans taken over by the new institution were clearly bad, for credit was extended to mismanaged companies which had little hope of recovery through restructuring, he explains.

Mr Sweiid is also critical about the lack of legal infrastructure to help him pursue his claims in court against customers with doubtful debts. Judgments on interest do not cover administrative costs, he adds. Moreover, a number of borrowers are using political influence to pressure banks for concessionary rates of interest on their old loans.

At the same time, the Government seeks compounded rates of interest at a time when margins are shrinking.

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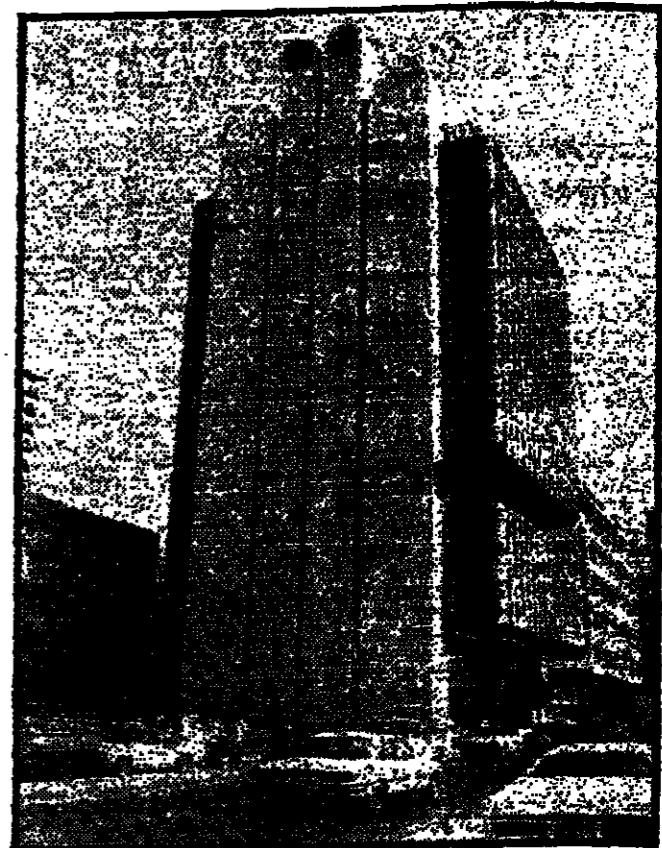
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Bank of Credit and Commerce International in Dubai

such a request difficult to meet and so attention moved to the local Ras al Khaimah government as a possible source of funds.

In the meantime, merger talks with BCCE broke down and discussions were renewed with the First Gulf Bank. The bank has subsequently presented the need for similar incentives to be offered. So far, no deal has been forthcoming, either from the Government or Ras al Khaimah or the Central Bank.

Official sources suggest that another option is that the National Bank of Ras al Khaimah absorb the Bank of the Arab Coast. However, both the National Bank and the Government appear reluctant to take over the Bank of the Arab Coast because of the weakening effect it might have on the National Bank.

At present the problem of who is going to take over the Bank of the Arab Coast and how the takeover is to be financed, has not yet been resolved.

Political opinion in the capital suggests that the shareholders of the bank are responsible for helping the bank make itself attractive to takeovers. Principal shareholders include the chairman, Sheikh Omar bin Abdulla, the bank is engaged in legal prosecution in the Dubai courts against its former general manager.

Some months ago, this bank was rumoured to be in merger talks with the First Gulf Bank of Ajman, which was established following a restructuring of the former Ajman Arab Bank which closed in 1977 and still has a soft long-term deposit of Dh 50m from the Central Bank on its books.

Talks between the two banks appeared to break down early this summer, and following a Central Bank initiative, mergers talks opened between the Bank of the Arab Coast and Bank of Credit and Commerce (Emirates).

However, BCCE made it clear that such a merger could only take place if a soft long-term deposit were made available from the Central Bank or other sources.

The Central Bank in its current situation would find

Beset by inherited problems

UAE Central
Bank

KATHLEEN EVANS

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ARAB BANKING 5

Weak management controls damage AMF standing

Arab Monetary Fund

CLIVE WOLMAN

The Arab Monetary Fund, the establishment of which in 1976 represented the high-point of pan-Arab economic cooperation, is in the doldrums. Its management has been paralysed for most of the last 18 months and its credibility damaged among the oil-rich Arab states which are its chief contributors.

The source of its malaise has been the charges of embezzlement and financial malpractice, causing losses to the AMF of \$70m, brought against Mr Hashim, former president from 1977 to 1982. Mr Jayid Hashim and four of his former colleagues at the fund. These include Mr Mohammed Mehdie Bahr el

Eloum, the former head of the treasury and investment department and Mr Jalal Stephan, the former head of the finance department.

These two officials and Mr Hashim, who now lives in London, have refused to attend the court hearings, which have been held in camera in Abu Dhabi, and have been adjourned until October 27. Mr Hashim has said he has no confidence in the judicial process in the United Arab Emirates and has claimed diplomatic immunity.

A confidential report prepared for the court by officials from the Audit Bureau and the Central Bank of the UAE accuses Mr Hashim and his officials of forging cheques, and of booking profits from the AMF's foreign currency dealings to the tune of \$70m.

What is equally disturbing from the AMF's point of view is Mr Hashim's recent claim in response to the charges that the

\$70m of losses were the result of precious metals speculation by fund officials in 1978, a factor not taken into account by his accusers. He said he decided against immediate disclosure of the losses in the accounts. Instead they were spread over three accounting periods by rolling over the loss-making forward contracts to buy gold and silver, he said. The contracts were recorded in the balance sheet at cost price. The losses were ultimately reduced by half by offsetting them against profits from foreign currency dealing.

Whatever explanation is correct, the episode reveals major weaknesses in the AMF's management controls and its internal auditing procedures, even though the confidential report claims the external auditors, the Kuwait-based private firm, Tala Abu Ghazaleh, from any direct responsibility. Abu Ghazaleh have been re-

placed as auditors by Ernst and Whitney.

Mr Hashim has said that throughout his presidency he found it difficult to recruit high quality technical staff from around the Arab world because of bureaucratic obstacles and delays in obtaining visas.

Perhaps fortunately, the chief technical demands made on the staff of the AMF during its first eight years have been limited to portfolio investment management. Although the AMF was modelled on the International Monetary Fund, it has not yet mounted a full-scale IMF-style loan operation imposing rigorous constraints on the economic policies of a member state.

So far the only states to have been granted "extended loans" which are given in support of a corrective programme agreed by the AMF, have been Sudan, Morocco, Somalia and Mauritania. Missions were

despatched to these countries to advise on corrective measures but the conditions they imposed have been benign by IMF standards. So the technical ability of its officials to hammer out and monitor a set of conditions on a borrower has not been fully tested. Similarly, the rates of interest charged, 3.75 per cent in the first year of automatic loans, and 5.2 per cent for other loans, represent a substantial subsidy to the borrower.

But in view of the mounting resentment against the IMF among Third World countries with large debt problems, the AMF's adoption of its policy of freezing Iranian assets in the U.S. and elsewhere in the world that the IMF has been taken up by only four members (Jordan, Syria and the Yemen) and its own value of \$38m. And its commitment to developing Arab financial markets has not been more than token and, in the Gulf region, is likely to be superseded by the Gulf Investment Corporation.

Under Mr Hashim's presidency, the AMF occasionally

attempted to exploit the financial clout of its members in international relations, demanding guarantees against a recurrence of the freezing of Iranian assets in the U.S. in 1980.

But the AMF has been taken up by only four members (Jordan, Syria and the Yemen) and its own value of \$38m. And its own

any practical consequences.

Since Mr Hashim's term as

president expired in May 1982,

his successor, Mr Saeed

Ghobash, a former planning

minister in the United Arab

Emirates, has adopted a much

lower profile. Mr Hashim's

executive suite of offices has

been replaced by a smaller,

utilitarian office in the 17th

floor of the AMF's gold-reflecting glass building on Abu Dhabi's waterfront. Salary

levels have been held down and the active courting of publicity has been replaced by a Gulf Investment Corporation.

Since Mr Ghobash first asked

the international accountancy

firm, Ernst and Whitney, to

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A national obsession with the U.S. dollar creates problems

Egypt

KATHLEEN EVANS

THE BANK manager swivelled his chair and peered out to the noisy street below. "See that chap down there, the guy outside the grocer's shop." He pointed to a rather scruffy-looking individual who was walking up and down the sidewalk with an air of studied casualness. "Well, he is selling dollars at EEL.70 today. I am not allowed to do that. Naturally, all my customers who want to buy or sell dollars go to him."

Therein lies the nub of Egypt's present financial problems. Egyptians are not allowed to buy and sell dollars at market rates. They do so however to the point of national obsession, all made possible by those little men on street corners and the larger men who back them, who together constitute the black market, or "free market" as it is known.

About \$8bn a year is exchanged annually through these illicit money exchange dealers, at rates over which the Government has no control. Meantime, the country's official banking system is barred from entering the money market fray, and

positively creaks under the weight of five different exchange rates and a pyramid of rules and regulations.

The net result is that Egyptians who want to protect their savings buy the only instrument they have at hand, the American dollar. One third of the country's total deposits are now in dollars, and most of them either earned outside Egypt or acquired illegally.

This time though, Egypt's financial community is full of expectations that the Government will finally take action towards unifying the rates and legalising the exchange dealers. Pressure is at last mounting on the minister to do something, for in late September the Egyptian pound slipped precipitously against the dollar in the free market, falling from EEL.40 to EEL.70 and even lower. Luckily the dollar's surge proved to be only temporary and rates again levelled out at EEL.00 but still down on the week before.

The foreign exchange rates have to be unified and put on a market rate in order that the vast funds earned and held by Egyptian nationals working overseas will be encouraged to return home through the official banking system. However, that has to be done simultaneously with a restraint placed on imports, for if imports are allowed to continue

to increase each year, then demand, and therefore rates, for foreign currency will soar.

A flotation of the pound can only be achieved with a massive injection of foreign capital and that is only likely to come with a stand-by credit from the International Monetary Fund.

The IMF is, however, looking for action from Egypt over the issue of subsidies. Increasing prices for consumers through cutting back subsidies, at the same time as floating the pound, will however have a dramatic inflationary effect.

Egypt's minister of finance has promised that the opening shots on import restrictions will be announced shortly.

Most believe that the minister's package will contain protective and prohibitive tariffs and customs duties depending on the productive nature of the import and its social desirability.

Yet those new regulations are likely to affect those goods traditionally imported by the private sector. A return to a restricted economy is also likely to have political as well as economic repercussions, and it will have to be finely tuned.

Slashing imports in anyway is going to be easy. Over half of Egypt's food requirements are now imported, and public sector industry has already

drawn down on stocks and even had to cut production because of foreign currency shortages.

The move earlier this year by former economic minister Mustapha Said requiring importers to purchase their dollars only through the banking system will undoubtedly affect this year's imports, because for three months, importers had real difficulty in financing their purchases.

Nevertheless, analysts are

expecting the year-end figure to be well over \$10bn, for local managers report a near doubling of LCs in the third quarter as importers made up for the orders they could not fulfil earlier this year.

Ideally, this surge in imports should be matched by an increase in Egyptian exports, but exports are stagnant and in some areas actually declining.

Overall, the non-oil sector is

expected to grow only 1 per cent a year.

The establishment of the Export Development Bank of Egypt will undoubtedly help

but at the moment, there is a

dispute going on between the Government and the World Bank over the exchange rate at which the bank's aid will enter

the economy, and whether the

rewards will be matched by an increase in foreign currency receipts. Oil revenues for example, could take a nosedive in the early part of next year when the Organisation of Petroleum Exporting Countries structure comes under severe pressure.

Suez Canal revenues appear

to be stagnant at around the

\$900m level. The major source

of foreign currency revenues,

from the 2m Egyptians working

overseas is also expected to

weaken as the impact of the

recession in the Gulf states

continues to be felt.

Analysts are expecting a fall

in the meantime. Egypt is

facing a projected \$1.8bn deficit

on its current account accord

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Egypt's existing rates. Such

is the case as recognised by all

bankers and IMF officials alike

to be too hard a measure for

Egypt to accept overnight.

At present, a number of essen

tial food items come in at the

special rate of EEL.70 to the

dollar. Below that, there is the

EEL.45 rate for all transactions

with the Eastern bloc.

A third rate of 84 piastres

applies to payments for airline

tickets and expenditures

ARAB BANKING 6

Adequate loan provisions would halt dividends

Saudi Arabian Banking

MICHAEL FIELD

THE BANKING problems of Saudi Arabia have reached the stage where the business community is seriously worried and is speculating about the future of the system. But as yet the scale of the banks' difficulties does not show in their results.

Seven of the nine Saudi foreign banks in the Kingdom, which all work on the basis of the Gregorian year, reported falls in profits ranging from 3 to 50 per cent for the first half of 1985. Given that there had been only minor reductions of profits in 1984 and that traditionally Saudi banks have been the most profitable in the world, the figures gave an illusion of continuing prosperity.

Two of the banks, the United Saudi Commercial Bank and the Saudi Investment Bank, reported losses.

The Riyad Bank draws up its balance sheet in accordance with the Government's financial year, beginning on 1st Rajab, which this year fell near the end of March. The bank, which controls about 25 per cent of the total banking

business in the Kingdom, reported a drop of nearly 20 per cent in profits last year.

The biggest bank in the Kingdom, National Commercial, which has over 40 per cent of the market, publishes its accounts at the end of the Islamic Hijra year. This fell in the middle of September and as yet no figures have been released. The bank's employees say that profits will be down by only 10 per cent.

All of these figures, of course, reflect in full the growing cost of deposits which has been a significant but often ignored, burden for the banks in the last two years.

Traditionally the banks have had between a quarter and a third of their deposits interest free. Now that times are harder customers seem to be finding it easier to reconcile the acceptance of interest with their consciences, and the volume of free funds is declining. (In Islamic law interest is condemned as usury).

Also, as the business climate worsens, companies are keeping less of their funds in inventory and more in deposits. On this occasion, however, interest always have to pay interest.

A far more serious problem for the banks is the existence of large numbers of non-performing loans.

These are reflected to only a small degree in the results released so far. In the main

they exist out of sight in the banks' internal accounts.

The banks have not only been reluctant to make provisions to cover these loans; in many cases they have been continuing, with extraordinary optimism, to add unpaid interest to them, thus inflating balance sheets which should be shrinking.

Once the banks begin to make proper provisions it is thought that they face the prospect of paying no dividends for three or four years.

The banks will not be drawn on the percentage of their loans that is not performing, but they stress that they do not include in this category most of the published cases of corporate financial crises.

A few Saudi companies that have run into difficulties — notably Carlson at Saudi, and National Chemical Industries have collapsed, but most of the other well-known names — Shokosh, Belwadi, Jameel — rescheduled their debts or paid their way out of trouble by liquidating investments. It is understood that Sama Services, which the Zaidan family is an important shareholder, is

now doing the same.

The loans that are not performing are mostly to small and medium-sized businesses in the second class customers, especially around Riyadh, which has seen the most dramatic growth of any region and where the economy has been all contracting.

Predictably the least severely

hurt of the mixed banks has probably been Sama, which is the third biggest bank in the Kingdom.

When any of the banks, mixed or wholly Saudi, confronts one of its less sophisticated customers to request repayment of a loan it is quite likely to be given a truculent response. It is not unheard of for the customer to argue that as the bank has made a lot of money out of him in the past it should forget its loan, or at least forget any outstanding interest.

Even in cases where customers are extremely difficult the banks only sue as a last resort.

If they go to court or to the commercial disputes committee, which are three-man tribunals including a judge, they are now requested to give details of all transactions in the account since the loan was given.

Any element of interest due or already paid the courts will deduct from the amount claimed by the bank. This means that the bank will certainly make no profit on the loan and may even lose more than it gains by litigation.

What is certain is that the courts tend to look unduly favourably on borrowers. They are inclined to agree to very long-term repayment schedules, and tolerate flagrant delaying tactics on the part of defendants.

As in other countries the

courts encourage compromise. They often tell the bank and the debtor to go away and work out a solution on the basis of suggestions that the debtor has put before them — suggestions that are not likely to be acceptable to the bank.

Sometimes the defendants simply ignore court judgments. Saudis swear that this is impossible, but foreign bankers say that it happens quite often. Whether the miscreant ultimately escapes imprisonment depends on whom he knows.

It is noticeable that the entire Saudi banks, National Commercial and Riyad, tend to take a more relaxed view of these legal problems than do the Saudi/foreign banks — possibly because they have better

arrangements for security available for a loan in Saudi Arabia is a third party guarantee — and even this is reliable only if the guarantor is honourable or has an account, which can be debited if necessary, at the bank which holds the guarantee.

The reason for these difficulties over mortgages is that they are seen as a device by which the banks try to ensure the security of interest. In theory one can still register a mortgage if it contains no element of interest, but from the banks' point of view this is irrelevant.

All the banks, and particularly the foreign ones, now say that there is a need for a proper modern law on bank lending and the security of loans.

In practice there is not the slightest chance of the Government agreeing to this, because it would involve the elimination of interest. The purpose of the Sama state remains the propagation of a particularly austere, pure and Godly form

of Islam, and only secondarily the creation of a modern economy.

Nor is there much chance of a reform of Saudi practice on mortgages. The notaries public in Saudi Arabia stopped legalising mortgages on real estate, including commercial buildings, some five years ago, and they do not normally approve loans on moveable assets.

This means that the only form of security available for a loan in Saudi Arabia is a third party guarantee — and even this is reliable only if the guarantor is honourable or has an account, which can be debited if necessary, at the bank which holds the guarantee.

Certainly it seems that companies are prepared to pay for computer services — for cash management, pay roll organisation, account reconciliation (matching a company's own and its bank's records on a day to day basis), and instant access to accounts.

Finally the banks are beginning to think of doing some of their business in a fashion which will be acceptable to the religious authorities.

What they have in mind are arrangements of the lease back type rather than the partnerships between the banks and clients in investments of the sort entered into by Islamic

reorganisations.

Some of the banks — Sama in particular — are talking of fee business. Saudis traditionally have been reluctant to pay for advice because it is unprofitable, but in the present climate there is a feeling that companies may be happy to have their financial systems, and management reorganised.

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All the banks can practically hope for from the Government committee that is investigating the issue of security is a tightening of court procedures.

A banker in Riyadh remarked recently that he thought his Bank should at least look into this idea. And he added: "I think we'll have to change sooner than the Saudi Government changes the law."

Reorganisation makes no further headway

Saudi Arabian Money Exchangers

MICHAEL FIELD

The Saudi Government's programme of reorganising — or curbing — the money exchangers, the partnerships which have hitherto acted as a primitive, unofficial, parallel banking network, seems to have ground to a halt.

The central bank (the Saudi Arabian Monetary Agency-Sama) and the Finance Ministry have already achieved part of what they want. They have the money exchangers giving them

figures on a regular basis, so they may be content not to pursue the second half of their programme, which would involve all the exchangers ceasing to take deposits.

They have been prevented from acting decisively on this by the power of the big exchangers, all of whom are rich and influential, and by the present reluctance of the Government — in effect the King — to take decisions on difficult issues.

The degree stating that the exchangers operations were to be controlled was promulgated in December 1981. It was essentially a restatement of a previous decree, which had been issued in 1974 but never enforced.

Its purpose was to remedy the almost totally uncontrolled

nature of the exchangers' dealings, which were content not to pursue the second half of their programme, which would involve all the exchangers ceasing to take deposits.

Most of the exchangers paid no interest to customers — though the Al Qasim family, which reactivated a very old licence in the early 1980s, says that it pays interest if it is asked to do so.

To some extent the exchangers also avoided receiving interests, preferring to trade with or invest their customers' money, but most of them were happy to take interest from whatever funds were left over from these operations. They profited enormously.

The regulations of December 1981 stated uncompromisingly that the exchangers should be licensed by Sama (rather than

by the Ministry of Commerce), as they were supposed to have been since 1974. They also stipulated that the exchangers should liquidate their current account operations within three years — by the end of 1984.

Lastly the exchangers were ordered to maintain certain levels of liquidity and provide Sama with monthly statements of their affairs.

In the four years since the second promulgation of this decree, Sama has licensed some 25 exchangers — of an original group of some 50-60 firms — to carry out just the simplest form of operation, exchanging paper notes.

A few small firms it has closed, either because they failed to register or because they had obtained their Ministry of Commerce licences between 1974 and 1981, which meant that technically they were established in contravention of an existing decree.

At the same time Sama has licensed a further dozen firms to undertake slightly more complex operations, transfers, the issue of drafts and the sale of travellers' cheques.

This has left about nine firms continuing to do business as they have always done, apparently ignoring Sama's instructions. An extension of the Sama deadline to March this year was allowed to pass unremarked.

One of these firms, the Al Rajhi Company for Currency Exchange and Commerce, has an officially defined future: it intends to turn itself into an Islamic bank or investment company.

It seems that the other big firms hope to be allowed to become a form of secondary bank, possibly with the status of licensed deposit takers in London, but with an investment banking aspect which would allow them to manage portfolios. They accept that they will probably not be allowed to put the word "bank" in their names.

Five of the firms — Al Qasim, Migarib, Suhaib, Kufah and Sama — are co-ordinating their position in negotiating with Sama. They swap information and show each other their correspondence.

At one stage it was suggested that they should amalgamate, and Sama is thought to have been fairly attracted by this idea. But in the event the companies' different regional backgrounds and different levels of sophistication — the Al Qasim family, for example, running a computerised American Express card operation and some of the others working with traditional Indian clerks and massive ledger books — made the scheme impracticable.

Sama and the Ministry of Finance, ideally, would like to close the big exchangers. They feel that the firms are an irrelevance and besides they want to improve the banks' profitability. They certainly do not want to see more banks in the Kingdom.

However, whenever the threat of Government action looms close the big exchangers rush to complain to the royal family. They argue that they were the first financial institutions in the Kingdom, that they are a genuinely Saudi phenomenon and that they fulfil a real social need.

The families concerned do not seem to feel too threatened by the authorities. Several of them have invested in automatic teller machines and computers.

The most probable outcome of the slow manoeuvring of the two sides is that nothing will happen. Sama may simply close its eyes to the exchanges continuing to operate as they have done in the past, except that their activities will be more closely monitored.

The main problems in this scenario would concern the two smaller Rajhi companies, the Al Rajhi Trading Establishment

and the Al Rajhi Commercial Establishment for Exchange, which broke away from the main family establishment in the 1970s, at about the time that Sama was taking its first independent steps to regulate the exchangers.

Technically there is a case for closing, but both firms have a reputation for professionalism and influential friends.

Meanwhile, the biggest of all the dealers, the Al Rajhi Company for Currency Exchange and Commerce, which is second only in size to the National Commercial Bank in the Kingdom, is moving painfully slowly towards becoming an Islamic Bank. As such it will trade and invest in partnership with its clients but not charge or pay interest.

It was thought that the partnership would be launched as a bank and a public company in early 1984, but there have been continual delays.

Explanations for these have been many. It is known that Barclays Bank, which was hired to modernise and computerise the giant exchanger's operation, found its task quite impossible and left in despair.

Sometimes it is suggested that Sama's Abdal-Aziz Rajhi, the leading partner in the firm, may be hesitating because he has seen the losses made by other institutions which have followed the complicated and risky path of Islamic banking.

It is even believed by some that Sama is now trying to prevent Rajhi becoming an Islamic bank. This would be mainly because it fears that if the launch goes ahead it will come under pressure to legitimise the 40 odd offices of the Dar al Mal Islamic finance house promoted by Prince Mohammad al Faisal, which has been allowed to operate in the Kingdom unofficially.

It is also known that Sama believes — with some justification — that Islamic banking encourages speculation.

In practice it would be very difficult for Sama to have second thoughts on the Islamisation of Rajhi, though to minimise the revolutionary effect of the innovation it is believed to be insisting that the new company does not incorporate the word "Islamic" in its name.

The Government has already given formal approval for Rajhi to become an Islamic bank, and two months ago the exchanger joined the commercial banks' clearing system.

Now both Sama and Rajhi may be happy for the firm to mark time for a bit. It is even possible that, as with the other exchangers, the two parties will eventually let the situation last indefinitely.

From Sama's point of view this solution would avoid the embarrassment of an Islamic bank coming into being, while the Rajhi family would continue to enjoy the best of both worlds. By being admitted to the clearing system its firm has been made virtually into a bank, while by remaining an exchanger it receives its deposits interest free and does not have to bear the risks of Islamic finance.

Even the commercial banks, which dislike the exchangers and accuse them of sharp practice, are reasonably happy with the present position.

For obvious reasons they no longer feel threatened by Islamic banks and so worry less than they used to do about what will happen if Rajhi does become a fully fledged Islamic institution.

For the present they find the exchangers less of an irritation because they notice that in these harder times there are fewer depositors who are happy to place their funds with people who pay them no interest.

Leading Saudi Money Exchangers

Al Rajhi Company for Currency Exchange and Commerce
Owned by four brothers, Salih, Abdulla, Suliman and Mohammad bin Abdul-Aziz al Rajhi, members of a Nejd family from Qassim. Based in Riyadh, it has some 180 branches. Its deposits are second only to those of the National Commercial Bank. Investments of the partnership include a building materials business run by Abdulla, large areas of property, shared in most Saudi public companies and the Kingdom's biggest chicken company, Rajhi Sada, in Qassim. The assets of the partners were estimated at SR 26bn in 1982 — though Saudi property values have fallen enormously since.

In June 1983 the company was given a licence to turn itself into an Islamic bank, in which the Rajhi family will have 50 per cent, its employees 2 per cent, a group of founders 5 per cent and the public 43 per cent.

Al Rajhi Trading Establishment
Established by Abdul-Rahman bin Salih al Rajhi in 1973. Based in Dammam with some 30 branches, about half of them in the Eastern Province. Big turnover in foreign exchange drafts. Founder has reputation for conservative professionalism, in contrast to his brother Abdulla Salih.

Al Rajhi Commercial Establishment for Exchange
Established by Abdul-Rahman bin Abdul-Aziz al Rajhi, a much younger brother of Suliman Rajhi, in 1975. Based in Jeddah, with 22 branches, mainly in the west and south-west of the Kingdom.

Family from Mecca Company based in Jeddah with three big and fairly independent operations in Jeddah, Riyadh and the Eastern Province. Along with Al Rajhi Trading and the Al Rajhi Commercial Establishment, the Kazi family business makes a second category of exchanger after the big Rajhi company. The other dealers have much smaller foreign exchange turnovers.

The Kazi family has a large and separate business linked to the National Commercial Bank. This is held by Mohammad bin Abdulla and two cousins, Saleh bin Mousa and Abdulla bin Mousa Kazi.

Family from Nejd Headquarters in Jeddah, with five branches in Jeddah, Riyadh, Mecca and Medina. Relatively small turnover of foreign exchange drafts because of small number of branches. Family has trading operations which are at least as big as its exchange business.

Abdul-Aziz bin Suliman Mukairin
Family from Qassim, based in Riyadh. Two branches in Riyadh, run by Mohammad bin Abdulla and one in Jeddah, run by Fahd bin Abdulla. Most of the firm's activities involve dealing in gold and stocks and managing foreign investments for clients.

Ahmed bin Abdal-Qawi Baroudi
Family from Hadramaut, in what is now southern Yemen. One very big office in Jeddah. Big business in Yemeni remittances; also major trading in gold, wheat and rice.

Ahmed Hamed Alqaas and Brothers
Family originally from Nejd, now based in Al Khobar with business confined almost entirely to the Eastern Province. The Al Qasim Money Exchange Bureau, established in 1980, is only a small part of the overall family partnership. The firm is owned by Ahmed, Abdal-Aziz and Suliman bin Hamed Al Qasim and has a major trading operation importing steel pipe and machinery. The exchange part of the business has the Saudi American Express. It is linked to the family's foreign investment service on behalf of friends and associates.

As Sama Company
Owned by the sons of Mohammad Ali al Sama, who died two years ago. Family originally from Qassim. The money exchange part of the business is not big, but the family has always been very liquid, it is very important in gold trading and it is now associated with several other exchangers in negotiations with Sama.

ARAB BANKING 7

ABDULLAH SALIH AL RAJHI-BANKRUPTCY

THE affairs of Abdulla Salih al Rajhi, the Damman money exchanger, whose business collapsed in 1982, are beginning to move towards resolution.

Abdullah Salih, a son of the eldest partner of the great Al Rajhi Company for Currency Exchange and Commerce, broke away from his family's business in the mid-1970s, when one of his brothers and an uncle also established separate operations.

In 1980 and 1981 he specialised wildly in silver and made the mistake, when he began to lose money, of chasing his losses. Eventually he ran out of money to honour the drafts he was selling to foreign workers in the Kingdom. At this point, in July 1982, the Government closed his establishment and put him under house arrest.

In addition to a large number of foreign workers and a few banks in east Asia which had paid the workers' salaries, even though Abdulla's accounts with them were empty,

several banks in London made losses in the \$2m to \$5m range. These included Mocatta and Goldsmith, National Westminster, Johnson Matthey and Thomas Cook.

A much bigger loss was written off by Kredietbank of Belgium, which was owed some \$270m, only \$80m of which was covered by silver in its vaults.

At the time of the closure the Saudi Arabian Monetary Agency (Sama) established a committee to liquidate Abdulla Salih's establishment and asked the accountant, Whittemey Murray, to report on the state of the business.

After considerable delays—during which there were claims by Abdulla that he had more than enough private assets to pay his creditors in full—Whittemey Murray early this year drew up a statement of the exchange's position as of December 31 1984. It was published in June.

The statement showed liabilities of \$440m. The exchanger had cash balances, loans, deposits and property worth \$57m. His accumulated losses, the difference between the two

out of what assets it has, the liquidation board has first paid Abdulla Salih's employees and now is in the process of paying the bigger creditors a proportion of what they are owed. It is understood that the money is being distributed on a same-proportion-for-all basis, regardless of the mortgages that some of the foreign banks had, or thought they had, on Abdulla Salih's property.

For the small creditors, the holders of unpaid drafts, help has come in the form of a "volunteer, a master of good-nature" as the liquidation board announced last in June past it.

This generous person, who is universally assumed to be Abdulla's father, who had died in 1980 when he found he disapproved of his business practices, has undertaken to pay the owners of all drafts of SR 10,000 (about \$2,800) and less.

It is thought that the cost to the long-suffering father will be SR 150m (\$42m).

Time to face Souk al-Manakh consequences

Kuwait Banks

CLIVE WOLMAN

THIS IS likely to be the year when the consequences of the Souk al-Manakh collapse three years ago catch up with Kuwait's banks.

No bank will be forced into liquidation. The support of the Central Bank through its discount window, loan and swap facilities is unconditional. It is likely to remain in view of the Government's protective stance towards the financial sector and the political influence of the older merchant families who control the commercial banks.

But the scale of domestic loan losses for which provisions will have to be made in the 1985 accounts is likely to lead to fundamental changes in Kuwaiti banking practice.

None of the seven commercial banks was permitted to trade in the stock market during the boom or to extend credit using as collateral post-dated cheques or the shares of non-Kuwaiti companies traded on the Souk al-Manakh. Nevertheless, the banks failed to insulate themselves from the ripples after the stock market collapse.

Despite the limited absorptive capacity of the Kuwait economy, the only bank to have diversified its loan portfolio abroad in a substantial way before the 1982 crash was the National Bank of Kuwait. And even it began to do so only in November 1981.

At the end of 1981, foreign loans and investments of all the commercial banks accounted for only KD 507m or 7 per cent of total assets, although deposits with international banks

accounted for another 23 per cent.

The banks say that they have been able to build up the management expertise for foreign lending only slowly. Today, the proportion of foreign loans has risen, though the domestic demand for credit has dried up with the deepening recession.

Within the domestic market, a high proportion of lending was to the banks of names and reputation. Formal loan manuals were used infrequently. As a result, even when the borrower said that the loan would be used for business purposes, it was likely to remain in view of the Government's protective stance towards the financial sector and the political influence of the older merchant families who control the commercial banks.

Many traders used their idle cash balances to speculate and leveraged their positions by buying shares not only with bank loans but with post-dated cheques at substantial premiums to the cash price.

Now was a scrutiny of the audited accounts of potential borrowers necessary of much more detail. One abuse for example was for a company to show high deposits without disclosing that the deposits were already being used as collateral.

A high proportion of domestic loans were secured against real estate or the equities of Kuwaiti companies. But in the immediate aftermath of the collapse in 1983 and early 1984, when the share prices were being sustained by continual Government purchases costing about KD 800m (\$2.6bn), the banks were reluctant to seize the collateral of those who were not meeting their debt payments and to realise it.

During the 18 months after the Government withdrew its support in April 1984, the index of Kuwaiti share prices fell by 60 per cent. Bankers may have considered they acted prudently by demanding securities as

collateral, the value of which was at least double the size of a loan. But share prices now are on average only one third of their value at the peak of the boom.

Moreover, stock market trading has been so thin that any large-scale sale put by the bank to realise their collateral would cause prices to plummet.

Out of necessity the banks have been forced to follow the stock market closely and are trading increasingly for opportunities to recover some of their loan losses. There has been a similar collapse in the Kuwaiti real estate market which, with a mass of empty office space around, seems unlikely to recover in the short term.

The situation has been aggravated by the reluctance of many debtors to meet their obligations to the banks even when they have the resources to do so, often in the form of foreign assets. These debtors have been waiting for the Government to intervene to lighten their burden, although the Government is insisting that there will be no further concessions. Their resolve to hang on was fuelled by the experience of those conscientious enough to settle their debts in full in the first year after the collapse before the Government wrote down the value of all post-dated cheques.

However, it is clear that most debtors' financial positions have been clarified. The Central Bank has been prodding the commercial banks into enforcing their debts. The debts will be re-scheduled where possible but if necessary, says the Central Bank, debtors must be taken to court. A few well-publicised bankruptcies are necessary, it is assumed, pour encourager les autres.

At the same time, the Central Bank is investigating the possibility of a new law to force debtors to pay their debts in full. This will mean the publication of half-yearly statements and may cut the amount of window-dressing around balance sheet data to boost the banks' assets. But the crucial issue, the banks' refusal to disclose transfers to and from their

inner reserve, is unlikely to be tackled in the near future.

Thus the scale of the loan loss provisions this year and their effect on the banks' reserves will not be published.

The published profit figures are expected to show a much steeper decline than the 10 per cent average fall disclosed in 1984.

However, after so many profitable years shielded from taxation and foreign competition, the banks' inner reserves are assumed to be substantial, between KD 400m and KD 450m, which is more than their disclosed equity.

Of the seven commercial banks, the weakest two are assumed to be the Bursan Bank, which has the highest proportion of its assets in domestic loans and has passed its dividend for four years, and the Commercial, whose closed profits fell by 33 per cent in 1984. Of the banks' total assets of

KD 9.5bn, about KD 4bn is tied up in domestic loan portfolios.

Of this about KD 2bn are

doubtful, outsiders estimate.

Most of these are possi-

bly held by only about 50 debtors owing up to KD 30m each.

Thus in the worst case, the

banks' reserves would be wiped out. But long before danger point is reached, the Central Bank will inject liquidity into at least the weakest and most co-operative banks in the form of soft loans.

A probable injection of

around KD 500m has been

widely mentioned as part of a

package being drawn up in

which the banks could write off

loan losses over five to ten

years.

Another consequence for the

weaker banks could be pressure

from the Central Bank to cut

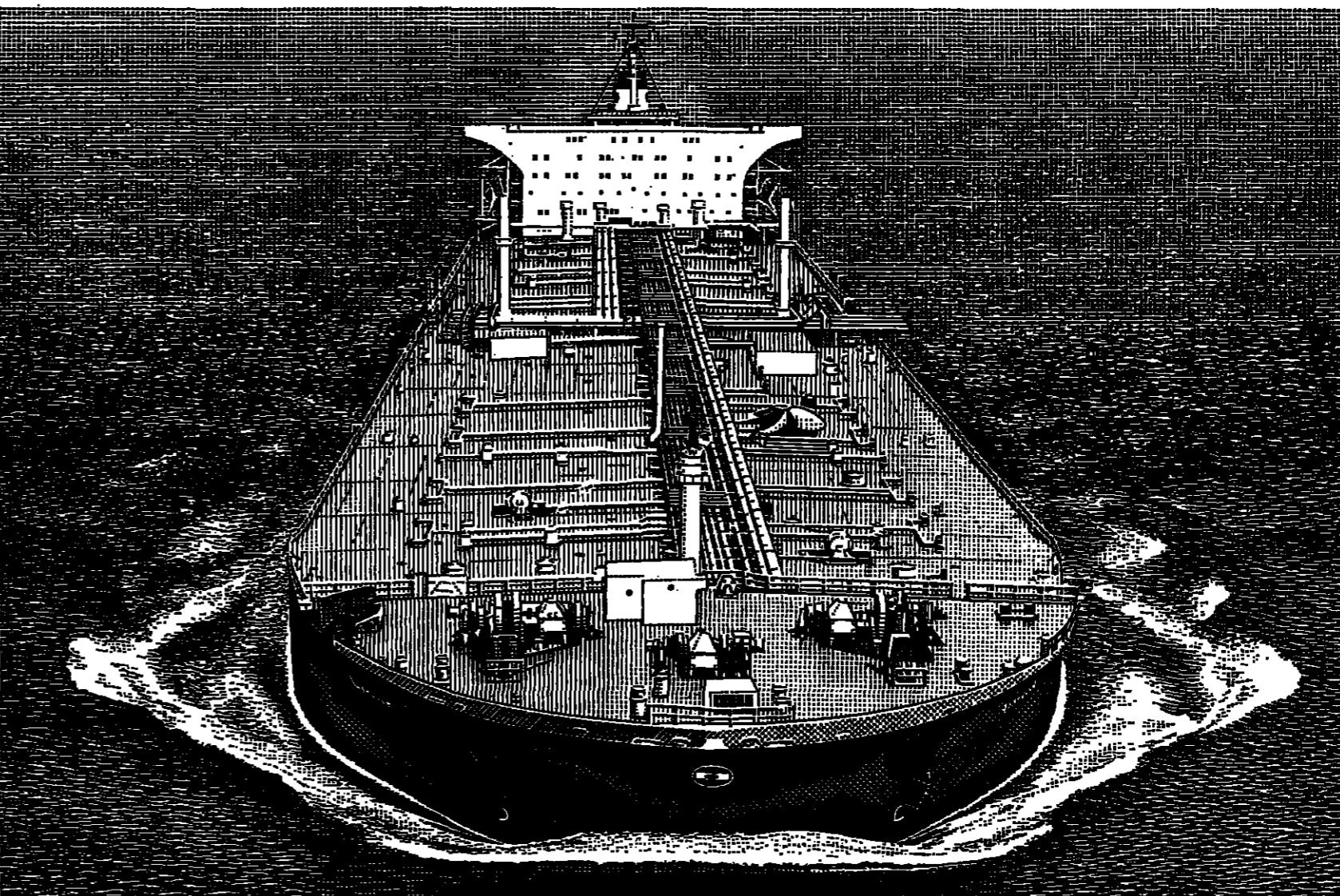
their domestic operations, in

particular their sprawling

branch networks, and possibly

to merge.

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ARAB BANKING 8

On this and the facing page, Caroline Montagu looks at the investments of Gulf governments

Showing the strain of decreased oil revenues

Saudi Arabian Monetary Agency

FOR SAUDI ARABIA, as well as for the great host of Saudi watchers, late 1985 must seem light years away from a 1981 statement by the Finance Minister, Sheikh Muhammed Abdukhail, that the country wanted a surplus "at the very least equivalent to twice our annual foreign exchange needs."

The IMF's latest *International Financial Statistics* (IFS, September 1985) gives Saudi Arabia's current account deficit at \$24bn for 1984. Goods imports totalled \$28.5bn, services \$45.2bn; exports were \$37.4bn, investment income \$17.6bn with \$5.2bn transfers making up the sum. Current estimates put total reserves no higher than \$100bn.

Since last February, however, the government has been apparently drawing down at the rate of \$1.5bn a month. The foreign assets figure excludes the assets of the state oil companies, Aramco and Petromin, and those of the Saudi family.

There is no precise method or computer model to chart the rate of erosion of the Saudi foreign exchange reserves.

The reserves are affected by Saudi Arabian budget and trade deficits. To fund the govern-

ment's foreign exchange reserves, the government's only source of funds other than current revenues. The latest reporting by the Saudi Arabian Monetary Agency (Sama) to the IMF on the foreign assets (February 1985 just before the start of the kingdom's fiscal year 1985-86) gave a figure of \$13bn, well down from 1983's all-time high of \$137bn.

Throughout the Gulf there are calls for government policy statements on the management and levels of the various reserves. Business

feeling a degree of brotherly embarrassment.

Though they have to fund any government deficits from their reserve funds, none of them has suffered such a proportional drop in oil revenues as Saudi Arabia. Saudi budgeted expenditure, too, is of a totally different magnitude.

Throughout the Gulf there are calls for government policy statements on the management and levels of the various reserves. Business

men are concerned that with no let-up to the slack oil market in view, over the next few years these countries will have to continue to spend from their reserve funds.

Only in Saudi Arabia's case is the situation considered to be becoming critical however. The debate also takes in the countries' different policies towards investment. At issue is the fine line between investing for the longer-term future—the heritage argument—and maintaining liquid

funds for government drawdowns.

At one end of this spectrum is Kuwait's long-term strategy; at the other Saudi Arabia, needing cash injections for the economy, and currently running down its reserves by \$1.5bn a month.

In the middle are Qatar and Abu Dhabi; Qatar soon to require funds for the North Field gas development and Abu Dhabi whose funds have behaved like a central bank.

Sama's heavy weighting of the dollar in its portfolios has reflected these policies. Up to the 1978-80 second round of oil price increases the dollar had been far and away the leading investment currency.

By 1979, however, before the Carter Administration's freeze of Iranian assets in the U.S., Sama had decided to diversify into more of a multicurrency reserve system. Sama had been looking at the period to D-mark denominated claims and to investment opportunities in Japan.

Only after West Germany and Japan went into current account deficit in 1980 did their governments become receptive to extending the DM into Sama's portfolio.

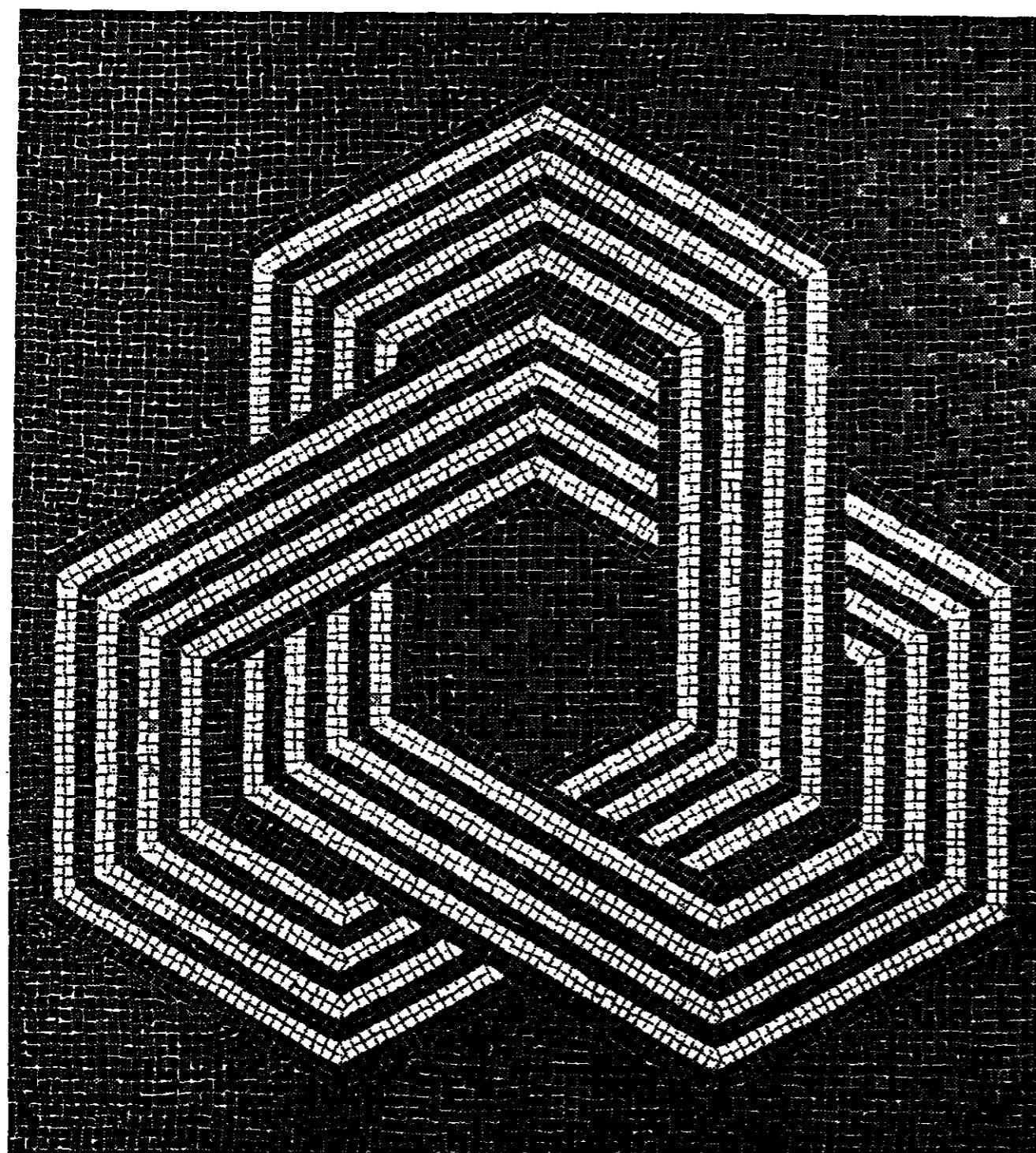
Sama has made no major investment policy changes since 1983 and its portfolio is now considered adequately liquid and properly diversified. Maturities will, of course, shorten when cash is tighter.

But Sama has probably been lucky; its conservative policy of buying and holding has served it well, particularly since big buying in the early 1980s coincided with a period of high interest rates.

The debate about the heritage aspects of Saudi Arabia's investments continues, however. Sama has always been shy of major investments in equities though it has picked up debt of some U.S. blue chip corporates such as IBM or AT&T.

Sama may have yielded in part to the heritage lobby and be running separate equity portfolios with longer-term objectives and possibly under separate management.

Any major adjustment of the reserves investment policy, however, would reflect a change in Saudi government economic thinking, of which there is no evidence.



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Major changes planned

Abu Dhabi Investment Authority

THE Abu Dhabi Investment Authority (ADIA) manages almost all the reserve funds available for the whole United Arab Emirates (UAE).

UAE reserve investments are controlled on an emirate, not Federal, basis; thus, the investments of Abu Dhabi, as the only capital-surplus emirate, are the key reserves for the future and for current Abu Dhabi and Federal Government needs.

Estimates of the total reserves under ADIA management vary. A figure given by official sources indicate assets of between \$40bn and \$17bn, by which is meant the commercial investments and excludes non-commercial loans to other Arab states and funding for the other emirates.

Other sources would suggest the reserves might be well over \$100bn. ADIA has had a difficult time, however, since parts of its income have had to go to support the government as oil receipts have declined. Demands on ADIA funds tend to increase all the time.

ADIA, which took over from the old investment board in 1976, plans major changes in its internal organisation from the beginning of next year. Its present organisational structure has remained roughly intact since it was established and now with 10 years of experience and increased professionalism ADIA needs to streamline its ADIA.

This will involve different divisions of labour, reorganising its departments and an increasing number of local executives. At present there are five: commodities, local and Arab investments, real estate, capital acquisitions, bonds and equities and finance and administration.

These will go, but the new departments will continue to reflect the different types of investment. Changes in the responsibilities of senior management are also planned.

The authority's board is also likely to see some changes. The term of office of the board, in fact, expired earlier this year and has not been yet reconfirmed.

At present the board consists of senior members of Abu Dhabi including Shaikh Khalifah bin Zayed, the chairman and Abu Dhabi's heir apparent; Ahmad Suwaidi, deputy chairman and formerly closely involved with Abu Dhabi's foreign policy; Shaikh Surour bin Muhammad, chairman of the central bank; Shaikh Tahnoon bin Ahmad, the Governor of al-Ayn; Mana Otaiba, Federal and Abu Dhabi Petroleum Minister and Adnan Pachachi.

ADIA finds it hard to maintain a "feel" for them from Abu Dhabi and it might, if London is successful, offset this disadvantage by setting up branches in other financial centres.

The existing senior members

of the board are not likely to change. What it needs are additional members. It is now under strength, having already lost certain members who have not yet been replaced.

Of the total funds under the authority's management about a half are looked after internally by ADIA portfolio managers and half by managers in international institutions. Only an insignificant volume of funds are now managed by any local bank as ADIA does not consider that they have enough international investment expertise.

The discretionary managers run either single-currency or multicurrency accounts. ADIA's investment policy guidelines to its managers are pragmatic reflecting what the market are doing and, in what it considers times of change, the need for increasing flexibility and active response to market.

An increase in multicurrency accounts has been the result. ADIA has always invested heavily in the dollar, taking a long-term strategic view of the dollar's role and of the U.S. economy.

Some of ADIA's sterling assets are now managed by its office in London, which has apparently been going through a trial period, but ADIA is understood to be satisfied with its performance. This office has also been in effect an experiment by ADIA to test whether the authority should have a presence in the major markets.

ADIA finds it hard to maintain a "feel" for them from Abu Dhabi and it might, if London is successful, offset this disadvantage by setting up branches in other financial centres.

The authority has always kept substantial liquid funds

immediately available for upcoming investment opportunities and to meet government funding needs. Given this existing policy, and in spite of lower oil receipts, ADIA has not so far had to change its liquidity policies.

But the continuing need to support the Abu Dhabi government influences ADIA's thinking on its level of short-term funds and is the reality the authority has to face.

ADIA's view of its own investment strategy is that the Emirati pension fund and its investment decisions should as far as possible reflect its role.

Unlike Kuwait, however, it has never heavily invested in long-term securities, although ADIA has recently been considering seriously the issue of more direct investment; and through its 50 per cent holding in International Petroleum Investment Corporation (IPIC) has opted for it in the oil sector.

Owned equally by ADIA and the Abu Dhabi National Oil Company (ADNOC), IPIC is Abu Dhabi's answer to the Kuwait Petroleum Corporation and its vehicle for ensuring oil market security.

IPIC is looking to invest downstream at the end-user stage of petrochemical stations and also in refineries. The countries targeted are primarily the U.S. and then West Germany, Belgium, Italy and, according to recent reports Japan.

For the most part ADIA has bought and sold equities to take advantage of market opportunities—not to have and to hold, and it has preferred not to have strategic stakes. Its 8.2 per cent stake in Reuters, where it now has over 5 per cent of the voting power, is a notable recent exception.

Central Bank in Abu Dhabi. Reserve investments of the UAE are controlled on an emirate, rather than a federal basis. The investments of Abu Dhabi, as the only capital surplus emirate, are therefore the key reserves for future and current needs of both Abu Dhabi and the Federal Government.

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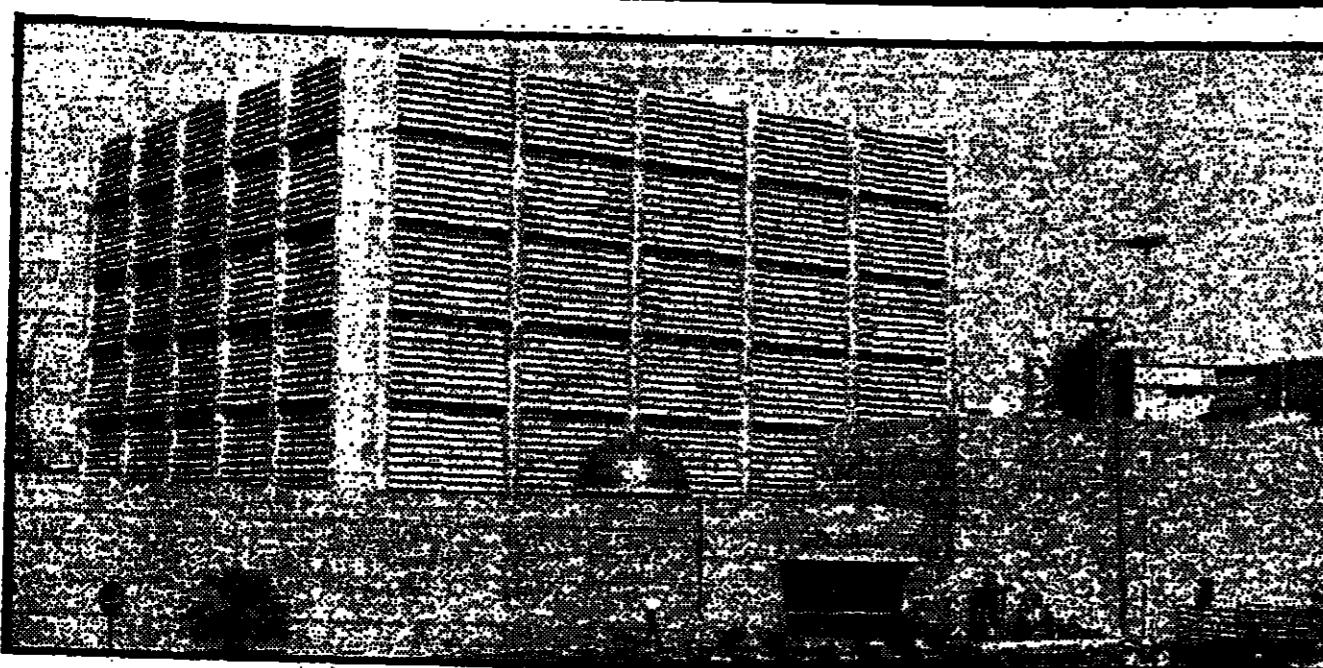
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ARAB BANKING 9



Central Bank of Kuwait. Board members of the KIA include the Central Bank Governor

No change in KIO activities

Kuwait Investment Authority

The TOTAL reserves of the Kuwait Government are estimated at some \$80-90m still a large figure because falls in oil revenues, which might have led to drawing on capital, have been balanced by increases in investment income.

The total figures, however, have to be taken in the context that they include some \$300m of non-realisable reserves. These include the capital of the Kuwait state companies, such as Kuwait Petroleum Corporation, Kuwait Airways, Kuwait Foreign Trading, Contracting & Investment Company (KFTIC), Kuwait Investment Company (KIC) and the Kuwait Fund for Arab Economic Development (KFAED). Also within the \$300m is a raft of inter-Arab loans, including sums lent by Iraq to fund its war with Iran and which nobody expects to be recovered.

The other reserves are handled through an umbrella organisation, the Kuwait Investment Authority (KIA), which from a slow start began to function fully in 1984. KIA answers to the Finance Minister, Jasim al-Khorafi, and then to the Council of Ministers.

The proposal to establish an Authority in Kuwait in order to oversee reserve investment policy stemmed from Abdulfatih al-Hamad's tenure as Finance Minister in 1982. At the time, plans existed to import outside advisers and have more of the decisions of the extremely successful London-based Kuwaiti Investment Office (KIO) made in Kuwait.

The Kuwaiti Parliament supported the scheme, not least, because it saw this as a means of curbing the multibillion KIO's apparent autonomy. Sheikh Ali Khalifa, the Oil Minister who took on the Finance portfolio and the half-completed scheme, after al-Hamad's resignation, made the best of a bad job. He let the establishment of the KIA continue, but, without outside advisors, and added instead the Finance Ministry's investment department.

The Authority is chaired by the Finance Minister or, in his absence, the vice-chairman who is the Oil Minister. Board members include, ex officio, the Central Bank Governor and the Under-secretary at the Finance Ministry. The board has three members chosen in their own

right and, who should not be government employees. One of these is the Authority's managing director, Dr Fahd al-Rashed from Kuwait University, and another Shaikh Fahd Muhammad al-Sabah, the KIO's chairman. He sits on the board as an individual, not ex officio, but —anonymously—is a government employee.

At the time of setting up the Authority, there was considerable speculation about the relationship between it and the Investment Office in London.

KIO has been in London since the 1960s, with considerable autonomy and a successful track record in its active management of a \$20bn-\$30bn investment portfolio.

Decisions centred on whether KIO would lose its independence of action, and whether a range of investment decisions would be made back in Kuwait when it became formally employed by the Authority.

Realities of time and distance prevailed. The office offered to send telexes continuously for immediate portfolio management decisions in Kuwait. Faced with the prospect of sheaves of telexes requiring instant attention, it was accepted that to be an active manager 3,000 miles away was physically impossible, as was the task of being an active manager in London awaiting decisions from Kuwait.

Given that during al-Hamad's tenure at the Finance Ministry, sufficient thought had gone into how to make the KIO more accountable to Kuwait on a day-to-day basis, tampering with its decision-making structure would always have been questionable.

The KIO is a unique organisation. Unlike other comparable big institutions, such as the Prudential Insurance companies or Morgan Guaranty, it is a multibillion investment agency whose management is wholly internal and small.

Since the KIA started, there has been no genuine change in KIO activities or authority. The Kuwaiti lead press and participants continue to criticise it, as recently over its role with whisky manufacturers, Arthur Bell, because of the Muslim prohibition on alcohol. But the autonomy of KIO is a result of its own efficiency and the reputation of its chairman, Sheikh Fahd.

Of the total commercial reserves of some \$50bn-\$60bn KIO manages about half. The other half is managed by different international banks in various markets. Portfolio managers in the industrialised

world include Chase Manhattan, Citibank and Morgan Stanley in the US, Dresdner Bank and Commerzbank in West Germany, the Industrial Bank of Japan in Japan and other banks in the French, Dutch and Swiss markets.

They run portfolios basically only for local markets and report direct to the Authority in Kuwait. Within Kuwait and the Gulf region portfolios are managed by local Kuwaiti banks, KFTIC, KIC, the Kuwait Real Estate Company and by Gulf Banks, such as the Al-Utob Group and Gulf International Bank.

Among all these institutions the U.S., West German and Arab banks, in that order, have the biggest concentrations of assets under management. The Office in London keeps a watching brief on their performance and has consistently outperformed external managers over the last three years.

Government assets have always been invested long term in equities, bonds, real estate and fixed rate securities. Kuwait has always held to the principle of a heritage fund for the people and never seen the need for major liquid investments. Indeed, it no longer has large sums on deposit, though at one time much of the U.S. portfolio were very liquid.

Given the present state of budget deficits (likely to run at over \$2bn for 1985-86), there has been a mild shift in policy. All portfolios are being run to ensure they can meet Government needs for liquid funds and every manager is asked to keep a proportion of funds liquid. Government dollar needs met by the KIO have not led it to run down its dollar holdings.

Contrary to popular belief, market conditions will determine which currencies it sells, though the Government will receive dollar payments.

The Government ownership of the commercial reserve assets are split between the General Reserve and the Fund for Future Generations (FFG), set up in the 1970s as a hedge for the future.

By law the FFG must receive 10 per cent of oil revenues annually. Its income is reinvested and none of its assets can be touched till 2001.

Since the FFG has to grow every year, it has a larger and very different portfolio from the General Reserve. The FFG holds the major part of Kuwait's most prestigious investments in the industrialised world: Hoechst, Volkswagen do Brasil, Daimler-Benz, Metallgesellschaft and

Stocar, the French oil company.

The third holding company is Artobar. A private company purchased in 1982, it is involved in the fast food business, providing both services and manufacturing in the UK and the Netherlands.

In good shape and efficiently run

Qatar Investment Board

QATAR has a reputation for good economic management and for having resisted overspending.

"Relatively speaking, Qatar is in the best shape of the countries down there," commented a U.S. banker. By general consent too, the government reserves have been carefully husbanded and the Qatar Investment Board (QIB), the Government agency overseeing and directing the reserves investment, has done an efficient job.

The total assets of Qatar have kept their level over the past period of declining oil revenues. It is believed total reserves are something over \$20bn, though other estimates are as high as \$10bn-\$12bn.

Of these reserves a third is kept liquid and the other two thirds invested in the region and in commercial investments worldwide. Of the \$5bn-\$6bn longer term assets, around \$4bn is invested on the international markets, the balance in the region.

Roughly \$3bn liquid investments are predominantly in the U.S. dollar with holdings in the D-mark, yen and sterling according to the needs of the Government. Further short-term funds, primarily for Government needs, are invested through the Ministry of

Finance.

Some of the regional investments are inter-Arab loans, including funds for Iraq, which at a low level are still going through.

The commercial investments

are mainly in equities and bonds and fixed income securities.

The split between markets

(excluding the regional or domestic investments) is 40 per cent in the dollar, 20 per cent in the D-mark, 18 per cent in the yen and the balance between Swiss francs, Dutch guilder and sterling. The Canadian dollar and the French franc holdings have been liquidated.

Equity holdings vary according to sector and country, though only invested in blue chip companies.

In the U.S. the Board has concentrated on investment in chemicals, food, services and banking; in Japan in companies catering for the domestic market and has been scaling down investment in export orientated stocks.

In West Germany emphasis has been put on the automotive and electrical and electronics industries. The Board is not interested in real estate as an investment vehicle.

The investments in these markets are run by a number of portfolio managers, whose numbers vary according to market conditions and to the Board's policies for different currencies. There are normally about 15-20 managers. They come from the major well-known international banks and investment companies, and are appointed to invest in their

own currency only. The Board has no mixed portfolios of accounts.

On policy the Board has to walk a tightrope between the demands for a heritage fund and current needs. Investment has to take into account the budget needs and the level of crude oil sales. The Board wants its investments to be ready and available against lower or small crude oil sales, and by this is meant both the present contingencies of oil revenue downturns and the post-oil period.

However, the impact of the North Field gas development programme, whose first phase alone will cost between \$1.5bn and \$2bn, is affecting reserve investment policy.

The Qatari Government will have to raise part of the financing. This funding the Qatar Investment Board confirms will have to come from reserve assets. The need for capital for the North Field has therefore led the Board to increase its liquid or short-term holdings.

Since 1982 the Board has added an extra foreign adviser to the existing two. At present the nationalities of the advisers are Swiss, U.S. and, as the Board puts it, "multinational."

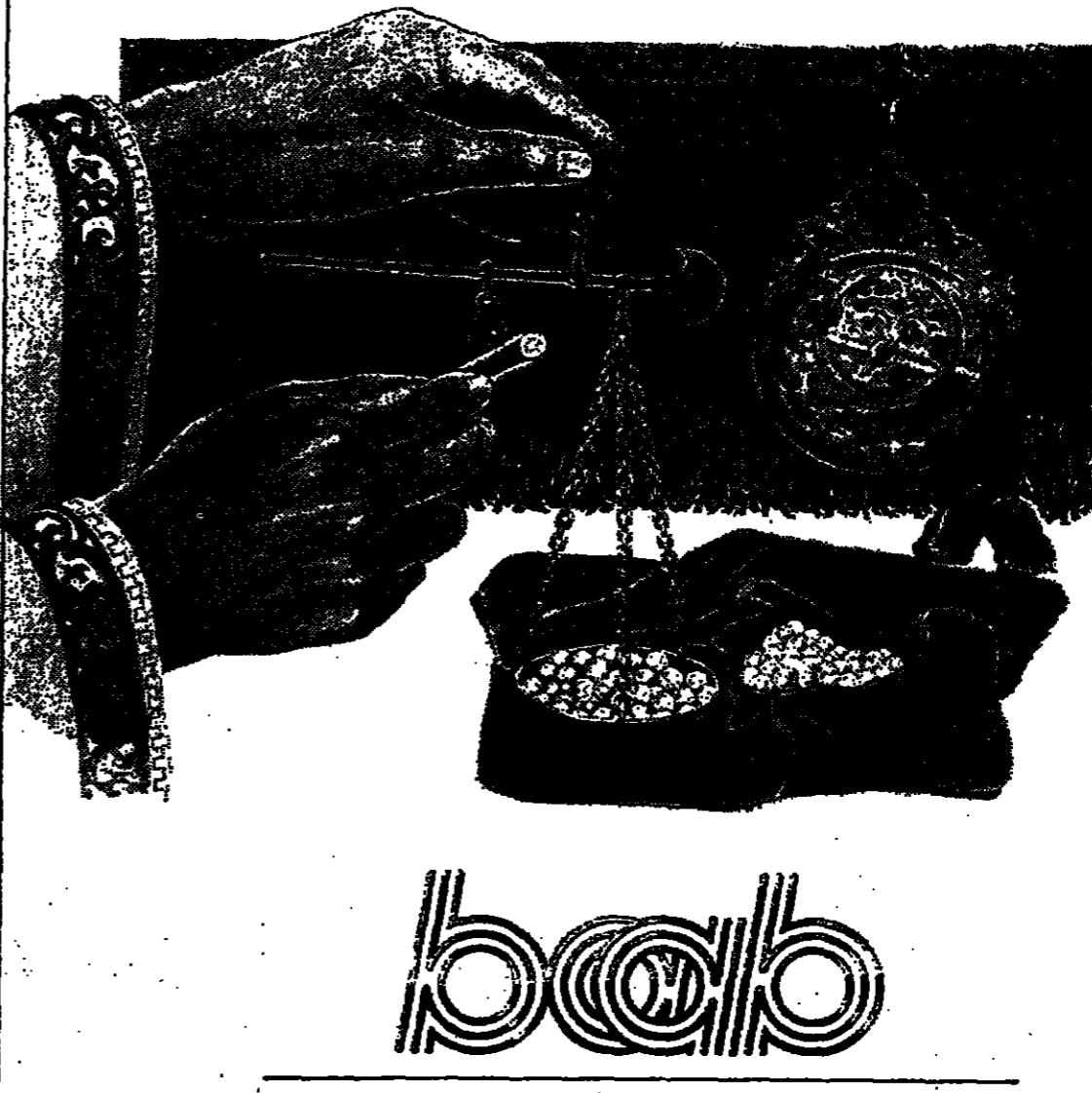
They are brought in to advise on currencies, their proportions, the asset mix, types of names in the equity and bond markets and on general market-specific financial and economic information.

The Board has clearly not been wholly satisfied over the years with their performance and, as its own experience in the markets has grown, has tended to do more of its own evaluation.

Young and dynamic, yet mature enough to respond to the pulse of the market, ALBAAB is a bank that's keenly in tune with the demanding financial requirements of the Arab World.

Today after five capital increases, ALBAAB is supported by an equity base of US\$129 million. A measure of success that's backed by major shareholders in Kuwait, Egypt, Saudi Arabia, Iraq, Jordan, Qatar and Algeria.

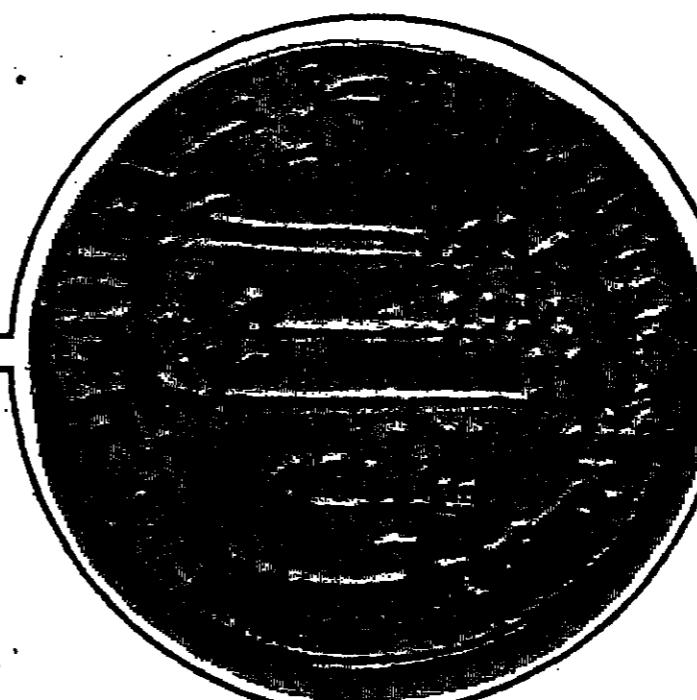
And supported by the extensive network of Arab African Group. We think you'll find us far more responsive to your needs. ALBAAB is a member of Arab African Group.



If you want to be successful in the Arab world talk to the only international banking group supported by every Arab country.

The correspondence of the great Abbasid Caliph Harun al-Rashid with Charlemagne was an early example of Arab initiative in bridging East and West.

DINAR OF HARUN AL-RASHID (c.785 AD)



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ARAB BANKING 10

Emphasis placed on domestic market share

Arab Banks in New York

MARY FRINGS

TO A much greater extent than in London or Paris, Arab banks in New York are attempting to capture a share of the domestic market.

Wholesale banks have hired U.S. credit and marketing officers to canvass major corporations with interests in the Middle East, as an entree to their wider funding requirements, while retail banks have centred their efforts on smaller companies and Americans of Arab origin.

It is still too early to judge whether they will make any real headway, or whether they would do better to stick to treasury and clearing operations for their own organisations, correspondent banking and trade financing, even though the latter has been hit by Middle East recession and the strength of the dollar. The U.S. real estate market has proved to be a minded and all but the specialised investment banks have learned to steer clear of it.

With the exception of UBAF Arab American Bank, which is a full-service U.S.-incorporated bank of nine years standing (and the only one to represent every Arab country in a Gulf-dominated banking community), most of the Arab banks are relatively new to the U.S. or have recently changed their status to become active in the market.

BCCI, for example, upgraded from a representative office to New York State Agency in October 1983 but counts itself as fully operational only from the start of this year, while 20 others have come in since 1980 on the back of the Gulf oil boom.

It has not taken any of them long to realise that the obstacles to rapid and profitable growth are formidable, starting with the presence of 15,000 U.S. banks and another 300-400 foreign competitors.

In the short-term, the top end of the world's richest and most exciting market has proved almost impenetrable, partly because of the growing trend for major U.S. corporations to reduce their dependence on bank financing by issuing their own Euromarket bonds, and

partly because the U.S. money centre banks have followed their customers to the Middle East and continue to service them there.

According to one New York banker, Fortune 500 companies only call on Arab banks for transactions in what they regard as "difficult" countries such as Libya, Syria, Yemen, Somalia and Sudan.

As a result, the bigger Arab banks are less ambitious than when they started, and are pursuing different strategies. A number of heads have rolled, either because of initial mistakes in recruitment, disagreement over what the objective should be—or—occasionally—because branch managers wanted more autonomy.

"You can't blame Arab banks for not giving their U.S. managers a freer hand," comments Mr. Moustafa Barakat, a director of the three-year-old Arab Bankers' Association of North America and Gulf regional head at UBAF Arab American Bank. "This is a new and risky market for them. They hear of bankruptcies every day and they get very nervous."

UBAF itself has not been immune to management turnover, and in one view it suffers more from the "rule by compromise" endemic in many consortium banks than from the problems of referral faced by non-autonomous branches. Dr. M. M. Abusadi, chairman of the \$10bn (assets) UBAF Group, said in April that return on equity in UBAF USA remained lower than expectations.

The American bank's 1984 report shows shareholders' funds of \$104m and total assets of \$1.2bn, down from \$1.5bn the previous year. Net income fell from \$6.1m to \$3m, after provisions of \$9.9m for loan losses and \$1.8m for taxation. International assets are booked through the bank's Grand Cayman branch (or mainly) through its New York IBF.

Mr. Nafal S. Barbar, senior vice-president (international), said although trade and project-related business with the Middle East had shrunk by 25-30 per cent since the second quarter of 1984, the bank was still handling a steady flow of goods such as oilfield machinery, heavy equipment and water purification plant supported by credits arranged through Eximbank or the Commodity Credit Corporation.

He did not foresee any balance sheet growth in the current year, but said the bank

would improve on profitability through increased fee earning and a better yield on loans.

The bank reports with pride on a \$75m syndicated credit which it put together last year for a Fortune 500 company, but most of the 125 U.S. companies with which it has built up a relationship are in the middle market. As Mr. Barbar points out: "As a U.S. bank we have a legal lending limit. We can only commit \$15m to one entity, although by using the placing capacity of the group we may be able to put up \$50m."

Another facet of UBAF's role as a bridge between the U.S. and Arab markets is to serve U.S. regional banks with limited international expertise, either by providing them with the information on which to make intelligent decisions, sharing their risk on taking on the kind of exposure they do not want.

Global financial coverage is ensured by UBAF's cheques issued by UBAF's own shareholders, with Bankers

Meanwhile, the bank had boosted its treasury activity in the direction of interest rate swaps and financial futures as a hedge to support its positions in the money market, and was placing more emphasis in corporate banking.

Mr. Clarke added that the bank had not been making a lot of money and had seemed to be moving in the wrong direction at the beginning of the year. "But that has been reversed by us now have solid base for profit."

Arab Banking Corporation's branch is also concentrating on developing new business under different management, after putting early mistakes behind it.

A loan outstanding to the bankrupt Colombian coffee magnate Alberto Dugay has been fully recovered, following the successful auction in January of his 55 per cent stake in a small Miami bank which ended up as an uninvited item in ABC's own portfolio.

Cost of running a New York branch

A medium-size operation with 30 staff and 8,000 square feet of office space in the mid-town Park/Madison/Fifth Avenue area can cost up to \$3m annually, depending on salary levels.

One bank puts average salaries at \$30,000 and premises at \$45 a square foot, with other operating expenses at \$500,000. This adds up to \$1.76m.

Another puts average salaries at \$51,000 and all other expenses at \$44,000 a head—total \$2.85m. But this bank regards a 30-strong staff as inadequate.

Trust on the East Coast, Security Pacific in the West, Texas Commerce Bancshares in Houston and First Chicago Corporation on the shores of Lake Michigan.

The release of five people at Gulf International Bank's New York branch earlier this year caused much comment, but it heralded a change of approach to the corporate market rather than any intention of abandonment.

"We have cut our market share, because making cold calls is not very productive," said Mr. Brian Clarke, the new branch manager sent out from the Bahrain head office. "We are now going through major New York and regional banks to obtain relationships with corporate customers. We will take their overline business and follow up on their introductions."

He said the bank was targeting companies at the Triple B to Double A level, especially those working in the Middle East—but if any wholesale banking-type opportunities come up at a lower level, GIB would certainly look at them.

Meanwhile, non-accruing loans left over from the branch's involvement in real estate developments in Louisiana and California and commercial buildings in New York have been steadily reduced.

With a capital base of over \$1bn ABC is in a position to make large commitments to quality institutions, and that will be its ultimate aim. The New York team is under no pressure that it will take a patient and long-term planning.

The immediate opportunities lie in developing relationships with U.S. banks, and in participation, where ABC's commitment is disclosed and can be used to solicit further business. It is not interested in just buying loans.

So far this year, lending has increased by \$0.40 per cent and has included a share in financing an oil compa... takeover deal—an area in which ABC feels more comfortable than in real estate.

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ARAB BANKING 11

Rapid growth on back of fundamentalist revival

Islamic Banking

KATHLEEN EVANS

ACCEPTING BANK interest is a crime 33 times worse than adultery, says a pamphlet issued by the Dubai Islamic Bank quoting from the hadith, the ancillary verses of the Holy Korm.

It was not until 1975 that Gulf Arabs had any way of avoiding such heinous crimes: the only alternative was to have a non-interest bearing account with an institution which dealt freely in interest. Until Islamic banks were established, such deposits were the unseen bane of banking in the Middle East.

That changed ten years ago with the licensing of the world's first Islamic bank in Dubai. In ensuing years several dozen such institutions have been set up and their combined deposits and assets make them a force to be reckoned with. It's a market that many others are now trying to cash in on.

Today, some of the major commercial institutions are attempting to formulate investment mechanisms which will prove attractive to the Islamic investor. Some are doing this by opening bank branches which operate on Islamic principles, others through subsidiaries, or alternatively through investment packages which

offer "dividend" rather than interest.

The existing Islamic banks are now hastening to point out that any dealings with an institution which accepts interest on other activities is "haram" or forbidden. As one Islamic bank put it: "It is hard for non-Islamic institutions to retail such services. They will have no public credibility."

Be it as it may, the pool of religious deposits are likely to remain the monopoly of the Islamic banks for some time to come. Born on a wave of the Islamic fundamentalist revival and rejection of western values, such banks have shown staggering growth rates in the past few years.

The boom of the past decade

enabled the Islamic banks to

ensure their customers and shareholders dividends which far exceeded the commercial rates of interest, and considerably more, and necessarily of religious nature. They were, in fact, attracted by returns of 10 to 14 per cent on deposits. Merchants found dealings with the new institutions not only religiously comforting but highly profitable.

Today, such dividends cannot be assured. Islamic banks, by their very nature, are more closely involved in the economies in which they operate, for they have to make money on their investments, not on money. As such, many believe that the Islamic banks are far more

vulnerable to the downturn in business activity that the Arab world is now experiencing.

"Normal" banking institutions can at least protect themselves from recessions by money market operations, but for the Islamic banks, this alternative is not possible.

The effects of the recession

are reflected in most of the major Islamic institutions. At

the world's first Islamic bank in

Dubai, dividends on deposits of over one year's maturity have been trimmed from 10.4 per cent in the early years to 7.5 per cent in 1984. At the Kuwait Finance House, depositors were told early this year that the bank was unable to pay any dividend at all. This year, its senior executives are hoping that they can give at least a "modest" return to their customers.

In Egypt, the picture is the same, for at the Feisel Islamic Bank, returns on one year deposits have fallen to around 14 per cent from 15.5 and 16 per cent in the two previous years.

Shareholders' dividends, too,

have dropped from 20 per cent to 16.5 per cent.

For depositors though, their return is now well below the interest rates offered by the commercial banking systems, and even more important, well below the inflation rate. In other words, banking with an Islamic bank nowadays requires a good deal of religious commitment.

Adnan al Bahar, senior execu-

tive with the Kuwait Finance House, maintains that the Arab world is now experiencing

"Normal" banking institutions can at least protect themselves from recessions by money market operations, but for the Islamic banks, this alternative is not possible.

"Our deposit growth is singular," he admits. "So we have no competition in Kuwait. Come

to Kuwait at this stage would not be interesting."

Nevertheless, he and many other Islamic bankers believe that their banks are probably down to their basic deposit base, the religious customer, and that the "hot" mercantile money has now left. Few are expecting to see a kind of "normal" times they saw in their early years.

At the Feisel Islamic Bank in Egypt, probably one of the largest Islamic banks in the world, the picture is the same.

Deposits grew by only \$30m in the last Islamic year ended mid-September, compared with over \$300m in the previous period.

Profits to be shared by depositors and shareholders have only managed to rise \$10m, compared with \$12.2m and \$97m in the two previous years. However, the bank's management point out that the number of accounts is still growing, and numbers around 1.2m against 1m the year before.

Most are small deposits, of less than \$5,000. "It is not reasonable to expect the same increases that we saw before," says Ahmed Adel Kamel, deputy governor of the bank.

Islamic banks are only allowed to have dealings between each other, and yet the interbank market between them is still very limited. At present,

the longest maturity which the Islamic banks can place funds with their counterparts in the non-surplus states is three months. Some Islamic banking officials are now examining ways of developing the interbank market to the point where one month or even one week deposits might be feasible.

Islamic banks which are likely to be the recipient of such funds say that such procedures, though highly desirable, would be extremely difficult for it would mean drawing in a balance sheet and calculating dividend on a monthly basis.

"At present it takes us three weeks to make a balance sheet," said officials at the Feisel Islamic Bank in Cairo, which receives considerable deposits from the Islamic banks in the Gulf. One eighth of the balance sheet of the Kuwait Finance House is now outside the country, and management there expects this to go up.

In states with lower surpluses, the Islamic institutions feel that the home market, despite the drawbacks, should command their attention. "When the funds belong to the Egyptian people, how can I take them out of Egypt?" said one senior executive of the Feisel Islamic Bank.

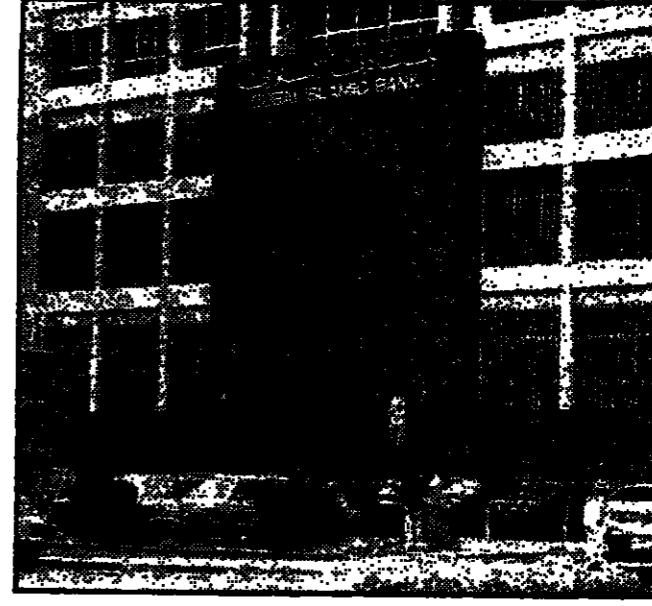
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measures to prevent customers of Islamic banks ever incurring financial losses because of their religious commitment to this form of banking. The Kuwait Government, itself a shareholder in the Kuwait Finance House, did inject some KD 80m to KD 90m into the bank.

Nevertheless, many of the Islamic banks are likely to resist any further expansions in this form of banking, for the establishment of more competitors in a market which is showing little growth will be painful all round. Many are already concerned at the tendency of non-Islamic institutions to establish Islamic services for their customers.

In Egypt, a number of the public sector banks are opening branches offering the kind of services that the Feisel Islamic Bank is unable to secure approval from the Central Bank for its own branch expansion.

Relations with the central banks in each country are likely to be a matter of debate in the coming years, for at present, supervision is only minimal when compared with ordinary commercial banks. Officially, the development of Islamic banking will be encouraged, but in the meantime, the monetary authorities will be examining ways in which the Islamic banks should be supervised, in the interests of the customer.



The Feisel Islamic Bank

The trials of taking a debtor to court

Legal Framework

KATHLEEN EVANS

ALL OVER the Gulf, bankers are reluctantly going to the courts to seek a solution to the problems which have resulted from their lavish lending of the boom in the late seventies.

In any region, the courts are the last resort, an admission of the consequences of unwise lending in an uncertain environment. But in the Gulf, resorting to the courts can frequently create more problems than it solves.

Foreign banks and even local banks are now experiencing the consequences of dealing with inward-looking tribal societies which tend to close ranks even more when under threat.

There are red faces all over the region as a result. Red from embarrassment over how lax the lending looks now with the benefit of hindsight, and red from anger at the treatment of the banks are now receiving at the hands of the local legal systems.

Not surprisingly, bank executives are being fired all over the Gulf area. Other, less fortunate executives, are answering questions about their old loan portfolios from behind prison bars.

Local lawyers frequently express amazement at the kind of lending which went on. Loans went to illiterate bedu, and businessmen with no track record in management or people who had only claim to richness is that they are the cousin or brother of someone else. The experts, or Arabists, have fallen the hardest.

Their old expertise in family trees and learned assessments of a client's social and political status has left their banks with loans that socially and politically difficult to collect on. Arab experts managers, too, were also particularly prone to such pressures from senior Gulf nationals, for they, more than anyone else appreciate the importance of a person's social as well as business status in an Arab society.

Today, those citizens whose social credentials once appeared as impeccable, are proving the hardest to take to court. In the words of one Gulf legal expert, "It is easier to sue someone who owes you \$300, but very difficult if he is important and owes you \$30m."

Unfriendly relatives or "divan" buddies have been known to pull strings shamelessly with bank directors in

an effort to protect their friends from the wrath of banks.

Nowadays, the region's leading sheikhs and princes profess a greater understanding of the banks' problems, and officially encourage them to expose their nationals to the full rigour of court judgments. But they are also politically sensitive to the fact that large numbers of their citizens are heading for bankruptcy.

In an area where expectations are still at high and nationals are brought up to expect nothing but generosity from their sheikhs, the turnabout comes as a painful surprise and subsequently assumes political dimensions. Some Gulf governments are not prepared to swallow the results of the modernisation policies they supposedly espouse. In some of the G.C.C. states, bankruptcy and liquidation laws simply do not exist, and in most it would be extremely sensitive for the banks, local or foreign, to seize and take control of the assets of nationalised institutions.

Another emotive issue is that of bank interest. While all the Gulf banking systems accept the principle of interest, some are forced to gloss over it and call it "commission" or "fees". There is no such thing as "bank interest" in countries such as Saudi Arabia, the motherland of Islam. In other countries, it is illegal to a certain percentage, generally at levels deemed unsatisfactory by the banks.

Sophistication

There are varying degrees of sophistication between the Gulf states' legal systems. Kuwait's is generally thought to have the best code—the problem is that the law has been temporarily suspended for most of the bankruptcy pending.

In Saudi Arabia, the legal code is somewhat more advanced. The law is clear that the ruler's permission is given. However, the closed nature of the property market (only UAE nations can own land) ensures a limited number of buyers and because of the recession, only a modest return.

Another problem is that even if a mortgage is given, or an assignment on rent is agreed, such a pledge will not be recognised in the event of other creditors emerging.

One of the banks' greatest problems in the Emirates is that local law does not recognise the concept of preferred creditors. There exists no form of restrictions on their transfer. It is possible for a client to pledge assets over and over again.

Pledges given on moveable assets can only be secured by the bank physically taking possession of the asset, which can prove unwieldy (and unprofitable in the case of jewellery or gold because of market fluctuations) and cumbersome in the case of assignment of advance income, such as a payment for a project.

Pledging local shares can also be tricky given the lack of a formal stock exchange and restrictions on their transfer. In short, many kinds of pledges and commitments given as security for loans are often difficult to formalise, and hence in reality the first to get to court will be the first to share in the client's assets.

If other claims emerge, pledges are frequently not worth the paper they are written on. More often, other creditors will have the right to share in the asset which banks had previously understood was committed to them.

The UAE does however have a law from the Federal Supreme Court which recognises bank interest. It is however limited to 9 per cent per annum on personal loans and on commercial dealings to 12 per cent per annum.

KUWAIT

The aftermath of the Souq al Manakh stock exchange crisis of 1982 has led to the abandonment of Kuwait's hitherto admirable legal code on all matters relating to indebtedness: resulting from share dealings. In the opinion of local lawyers, creditors have been allowed to triumph over modern law because, the

Government has all the time attempted to minimise the social and political impact of the crisis.

In the case of Manakh laws, some have proved more equal than others. Debtors and lawyers alike complain that agreements made by the government-appointed arbitration panel have been influenced by a debtor's ability to pay, the size of his debts and his social status.

Those at the top of the pile of debtors have not been referred to, while others have been obliged to pay less than they owe each other. In short, it was civil war without pistol.

Most lawyers in the Kingdom believe that there exists very few ways in which a bank can protect itself from default—apart from the pledging of outside assets under foreign law. Many Saudis are reluctant to pledge their overseas assets for this very reason.

Lending in such an environment is still very much a dangerous process and dependent in the end on a client's sense of honour. "You have simply got to trust the guy that he will pay the money back," one leading lawyer in Jeddah said.

Other forms of security are difficult, for again physical possession is required for the security to be perfected. This has proved extremely cumbersome in the case of contractors, for seizing a company's building.

In a recent case involving a debt on a real estate deal, a judge ruled that because the Manakh law had led to the seizure of the Manakh dealer's entire assets, that dealer was unable legally to pay his debt anyway.

Another problem is that even if a mortgage is given, or an assignment on rent is agreed, such a pledge will not be recognised in the event of other creditors emerging.

In the next few months, attention of foreign banks is going to centre on those dealers who have not been referred to the arbitration panel. Their foreign debts are thought to run into hundreds of millions of dollars. Although such cases are going to prove politically sensitive, the foreign banks will be able to pursue their case in a legal environment which not only provides a full code on liquidation, but also recognises pledges and the status of preferred creditors.

Although Kuwaiti law protects creditors' ownership of land by foreign banks, the foreign banks will be able to seize property for the purpose of resale. In these future cases, the problem is not so much legal as financial, for no one knows the true value of any asset in Kuwait today.

On bank interest, the laws in Kuwait are clear. For loans denominated in dinars, a simple rate of 10 per cent is allowed, while those on foreign currency transactions there is no limit.

SAUDI ARABIA

The major problem the banks face in the kingdom is that of bank interest, for the local courts will not recognise anything which remotely smells of interest. Euphemisms such as "administrative fees" or "commissions" will be thrown out.

However, the defendant does have to bring it up as a defence. Many Saudi merchants, particularly the major house, are in trouble are recognising their debts, inclusive of interest. There appears to be no written rule in operation in the Kingdom that if a client does accept that he owes interest, then he will receive maximum help on restructuring.

In many ways though, bankers do not have many alternatives to work-outs, no matter how unappealing they appear, for the option of going to court can be disastrous all round. Judges will not only dis-

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday October 14 1985

U.S. plan to change IMF rules rejected

BY PETER MONTAGNON IN SEOUL

U.S. BANKS are having to back-track on their plans to scrap the so-called forced lending that has been used extensively to put fresh credit in place for heavily indebted countries since the debt crisis started.

At the International Monetary Fund annual meeting in Seoul last week, banks of other nationalities insisted that the forced approach, in which all creditors are compelled to put up cash in direct proportion to their existing exposure, should stay in place.

The impetus for a change in this approach had come from a realisation by top U.S. banks that it was becoming almost impossible to keep smaller regional banks involved in lending to the debtor countries. Instead, the idea was to concentrate from now on to the core group of banks which are most heavily committed.

Much discussed in Seoul was what has become known as the 80-20 syndrome - the fact that in most cases about 20 per cent of the banks hold some 80 per cent of the debt and it is simply not worth召集ing the rest into putting up relatively small amounts of money.

Borrowers, too, are beginning to resist these efforts. So Mario Brodsky, Argentina's negotiator, called them "exhausting". Sr Angel Gurria, Mexico's director general of public credit, said: "We want to stop these cosmic discussions and get down to some deals."

In practice, however, a return to voluntary lending seems likely to be confined to a limited number of specific deals with some sort of built-in incentive such as Uruguay's \$45m World Bank co-financing due formally to be announced this week. This is a small deal with World Bank backing and should be easy to syndicate. Another specific deal in the offing is a \$300m trade-related banker acceptance facility for Ecuador.

For large amounts the forced approach seems likely to stay much the same as it is now, especially

when the credits are going to come with a less than perfect record in managing their economies. Mr William Rhodes, senior vice-president of Citibank, implicitly acknowledged this point when he said in a statement last week that all creditors "large and small" should play their part.

From a practical standpoint the idea of letting smaller creditors drop out has a serious drawback. It imposes on large creditors the onerous task of drawing the line. If only the largest 100 lenders are supposed to stay on board, then the 101st will leave a sign of relief while the 100th would be bitterly resentful.

But the dominant issue is doctrinal. Continental European banks say that the idea of letting small U.S. banks off the hook just will not do. They have always had reservations about putting up fresh money and say that a fairer and more equitable method is simply to permit a certain amount of interest payments to be capitalised.

That this would upset the U.S. regulatory authorities is an argument about which European banks do not wish to know. Feelings, particularly among West German banks, have been running high here. In the words of one German banker: "The two sides are further apart than they have ever been."

Dealers agreed that the bonds on their own did have value, at prices of, perhaps, par for Gaz de France and 95% for Denmark's.

But that leaves the warrants.

Hardly anyone had a kind word for them. "You've heard of harmless

warrants - well these are worthless warrants," said one syndicate manager. There is little point in exercising them in the first five years. Investors who hold both the bonds and warrants would convert into a non-callable bond - and they could buy just such a bond more cheaply.

Investors who hold only the warrant would have to buy the bonds to hand them in. If interest rates go down, they will have to pay up for the bonds - a point that adds a little to the bonds' attractions.

So the warrants are really an option on interest rates five years and more. Some banks have computer models for valuing options, and the computers throw out various prices for the warrants. But away from the lead manager, valuations are mostly around the \$15 mark, well below the levels implied by the packages' premium prices.

Other option experts say that option theory has not yet advanced sufficiently to give any satisfactory way of valuing such a long-dated warrant. Most option buyers are looking at much shorter time periods.

So while the Gaz de France deal sold quite well before people had really thought the idea through, the Denmark deal "kinda killed the market" in a syndicate manager's words. The pricing of Denmark, a lesser credit than Gaz, at a higher level, and indeed its appearance at all was, said another, "just plain dumb."

The action does demonstrate, though, how hard it is to sell ordinary fixed rate bonds except for top-quality names. Japan Finance Corporation is one such and the deal went well. But the issue launched on Friday for R.J. Reynolds looks a much tougher proposition.

Union Bank of Switzerland (Swicor) was the winner of a competitive bid which gave Reynolds a cost of funds of 25 basis points above the U.S. Treasury yield curve. That margin was regarded as much too tight by others, and the three banks which co-led Reynolds' last dollar deal in August declined invitations to join the group this time.

Reynolds has been an active buyer of late, following the Nabisco acquisition, with deals in Ecu and yen as well as the very successful Swiss franc issue. On the plus side the name is well-known and popular in Europe.

The Eurodollar secondary market is in fighting form with prices up by around 4% point last week. The response to the Swiss Confederation bond auction, which was priced at 101.10, gave encouragement to the market. Confidence in new issues have fallen, and U.S. borrowers have been active, as users attracted by good swap opportunities. The way is open for more long-dated zero-coupon issues after the success of the World Bank's 30-year deal which traded well above its issue price.

Mr Jacques Gelinard has been appointed chairman of Shearson Lehman Brothers International, the European investment banking and capital markets subsidiary of Shearson Lehman Brothers in New York. Also expected.

The Euroyen market saw its first issue from a Japanese corporate on Friday - Mitsubishi Corporation. But dealers reckoned the terms were set too aggressively.

By the weekend the D-mark market was beginning to recover its earlier losses, with Friday seeing gains of 4% to one point. But dealers said the rebound was technical. On the week, prices were still 4% to 4% point lower. The problem is the heavy volume of issues due in October though further ahead dealers are still looking for lower interest rates.

Five issues were launched last week, of which one was a private placement, totalling DM 1.225bn.

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INTERNATIONAL CAPITAL MARKETS

U.S. MONEY AND CREDIT

Debt limit drama overshadows the market

THE U.S. credit markets were overshadowed last week by the drama in Washington over the raising of the U.S. government's \$180bn overdrawn limit. By mid-week the government appeared to have run out of money and there were scurrilous rumours that its cheques might bounce.

However, with the help of some nifty behind-the-scenes footwork and the use of the little known Federal Financing Bank, the U.S. Treasury was able to raise \$5bn of desperately needed cash without breaching the official debt ceiling while Congress continued to haggle over raising the ceiling to over \$2,000bn.

Treasury warnings that the government was in danger of defaulting have been used increasingly frequently in recent days to try and force Congress to agree to raise the debt limit but to no avail. While the government itself has described the use of the Federal Financing Bank to evade the current debt ceiling as "questionable," it now has another \$10bn in borrowing capacity which means that a new debt ceiling

U.S. MONEY MARKET RATES (%)						
	Last Friday	1 week ago	4 wks ago	—12-month	High	Low
Fed Funds (weekly average)	9.00	8.14	7.91	10.20	7.10	
Three-month Treasury bills	7.19	7.25	7.21	9.39	6.87	
Six-month Treasury bills	7.36	7.25	7.38	10.10	6.87	6.81
Three-month prime CDs	7.36	7.25	8.05	10.10	7.25	
30-day Commercial Paper	7.36	7.25	7.35	10.25	5.95	
30-day Commercial Paper	7.36	7.25	8.00	10.35	7.00	

U.S. BOND PRICES AND YIELDS (%)						
	Last Friday	Change	1 week ago	4 wks ago	Yield	
Sever-year Treasury	100%	+ 1	10.22	10.21	10.25	
5-year Treasury	99%	+ 1	10.76	10.75	10.76	
10-year Treasury	100%	+ 1	10.60	10.59	10.59	
20-year Treasury	100%	+ 1	11.12	11.05	11.12	
New 10-year "AA" Financial	100%	+ 1	11.12	11.05	11.12	
New "AA" Long utility	100%	+ 1	11.12	11.05	11.12	
New "AA" Long Industrial	100%	+ 1	11.12	11.05	11.12	

Sources: Salomon Bros (estimates). Money Supply + in the week ended September 30 M1 rose by 35.8m to \$515.6bn.

does not have to be passed until the end of the month.

The main reason it is taking so long to get formal approval of a new debt ceiling is because the issue has been seized upon by a strange coalition of conservative and liberal congressmen who have joined together to the Debt Ceiling Bill sponsored by Senator Phil Gramm, a Texas Republican. Under his plan, which was passed in the Senate with a 75 to 24 vote, a declining annual

deficit ceiling would be established which would reach zero by 1991 when the budget would be in balance.

At the end of last week the House of Representatives voted by a very large majority to endorse the goals, but not the specific provisions of the Gramm balanced budget amendment. The Debt Ceiling Bill with its budget-balancing amendment will now be discussed by a joint Senate and House of Representatives conference committee.

Until these delays have been resolved the U.S. credit markets are in a state of flux. The market's underlying technical condition is strong owing to the temporary delay in the Treasury's regular financing schedule, says Aubrey G. Lansman in its latest weekly market letter. However, the market remains skittish over the upcoming flood of new issues once the debt ceiling is increased. Analysts estimate that the Government will want to raise \$150bn in the space of a few weeks just as soon as the debt limit is raised.

Short-term rates drifted higher last week but longer-

term bonds were little changed with the price of the key long bond, the Treasury 104 per cent due 2015, oscillating around par and yielding 10.6 per cent. As a result the Treasury yield curve narrowed by 26 basis points.

This is the first narrowing in several weeks but the gap between the short and long end of the market remains 325 basis points.

This week's batch of economic data should give fresh clues to the underlying strength of the U.S. economy. Last week's figures on September retail sales showed a 2.7 per cent increase indicate that consumer spending is strong and figures on industrial production (due Wednesday), and housing starts and Gross National Product (both to be released on Thursday), should confirm that overall growth remains "moderate

at best," says Salomon Brothers' Dr Henry Kaufman. The U.S. Commerce Department has brought forward its release date on preliminary third-quarter GNP figures in an effort to prevent it being leaked to the credit markets ahead of time. Analysts expect the 2.8 per cent "flash" GNP estimate to be revised upwards to between 3 per cent and 3.5 per cent.

Dr Kaufman describes the

UK GILTS

Evidence of underfunding adds to confusion

IF THE gilt-edged market hardly blinked at last Tuesday's figures showing another surge in sterling M3-prices fell by an 18 point—the evidence of underfunding which accompanied them accentuated a confusion surrounding official policy.

The fact that investors were prepared to shrug off a 18 per cent rise in sterling M3 during banking September underlines the authorities' success in downgrading the aggregate.

Since Mr Nigel Lawson, the Chancellor, set his 5 to 9 per cent target range in the Budget M3 has been growing by an annual 18 per cent. Yields for long-dated gilts over the same period have fallen from 10.8 per cent to below 10.2 per cent.

What was of more concern to analysts in the market last week was, firstly, the extent to which the slow pace of funding over the past few months has been deliberate policy; and secondly, how far Friday's announcement of a new £800m tap stock reflected a modification of that stance.

After negligible net sales in the three months to mid-

August, the news that net government funding, including National Savings, totalled only £300m in the latest month led many analysts to detect a distinct shift in the Bank's strategy.

What has so far been officially admitted is that policy changed in midsummer when the authorities concluded that sterling M3 was giving a misleading signal.

The decision, we were told, was that the level of sales would be dictated by the need to fund the public sector borrowing requirement not, as previously, by the behaviour of sterling M3. The difficulties posed by the Bank of England's bill mountain also argued against aggressive funding.

But what in fact has happened is that the public sector has added around £2.7bn in net terms to monetary growth over the past two months.

The authorities have rehearsed several arguments to suggest that this underfunding reflected a series of technical, almost accidental, factors.

The official line is that gross sales have been relatively buoyant—close to £5bn over

the four months to mid-September—but that large redemptions and the strong pace of foreign buying have depressed net sales to British institutions.

That explanation was at first fairly readily accepted by the market, but the latest figures have undermined its credibility with many buyers.

Then there is at least a suspicion what what broker Capel-Cure Myers terms "backdoor refutation."

The suggestion is that the Treasury felt unable to loosen monetary policy through a cut in short-term interest rates because of the possible impact on the pound, but felt confident enough to relax it indirectly.

And in the market there is still what Mr Ian Harwood of broker Rowe & Pitman describes as a "residual feeling that sterling M3 may be saying something about future inflation."

The Bank must be aware that an unexpected bout of weakness for the pound could easily lead the market to reassess its present indifference to broad money.

Philip Stephens

All of these Notes having been sold, this announcement appears as a matter of record only.

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(Incorporated with limited liability in the Island of Jersey, Channel Islands)

U.S. \$250,000,000
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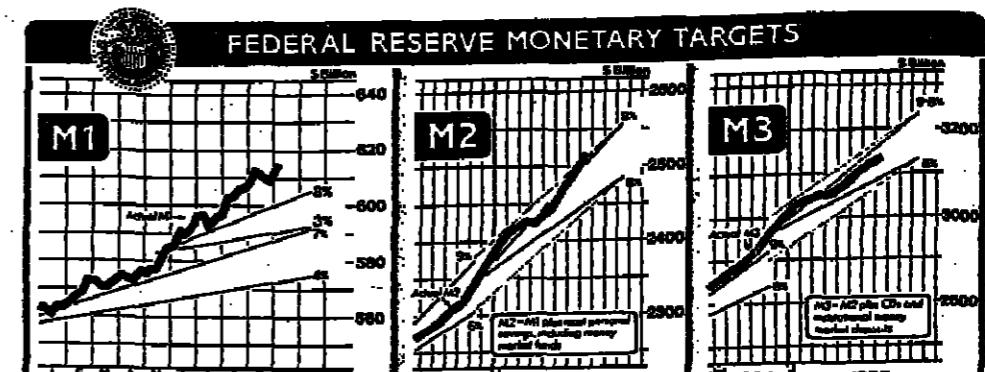
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14th October, 1985



U.S. MONEY AND CREDIT

Debt limit drama overshadows the market

The other recent news item two as "pro-growth" and says which is being currently that their nomination suggests digitized by the credit markets in the nominations to fill the already generous monetary two vacancies on the Federal Reserve Board. Mr Manuel Johnson, aged 36, is currently may test chairman Volcker's Assistant Treasury Secretary, and Mr Wayne Angell, aged 55, has been variously described as a Kansas farmer, banker and from the current posture."

William Hall

FT/AIBD INTERNATIONAL BOND SERVICE

	Chg. on	Issued	Price	Chg. on	week	Yield
U.S. DOLLAR						
AMCI 0/8 Fin 111 94	100	100%	10.94	100	-0.5	10.95
ALDC 11/8 Fin 111 94	75	100%	9.88	100	-0.44	10.87
ALDC 11/8 90	100	100%	11.41	100	-0.02	10.02
AMCI 0/8 Fin 111 94	100	100%	11.45	100	-0.22	10.22
AMCI 0/8 Fin 111 94	100	100%	11.45	100	-0.22	10.22
Asian Dev 11/8 94	300	100%	10.78	300	-0.21	10.21
Australia 11/8 94	300	100%	10.58	300	-0.20	10.20
Australia 11/8 94	100	100%	10.61	100		

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Jonathan Carr on the rationale behind a corporate spending spree in Germany

Daimler sees strength in diversification

WHAT IS Daimler-Benz up to? company is estimated to have had a cash hoard at the start of this year of close to DM 10bn. Turnover has jumped by 26 per cent in the first eight months to about DM 34bn, car exports soared by 30 per cent and new registrations in West Germany rose by more than one fifth.

The results so far, and the likely increased dividend, seem to underlie the merit of the saying that "a good cobbler sticks to his last". Why then the sudden wave of apparent diversification?

Dominant force.

The MTU and Dornier cases (1984 turnover DM 2.2bn and DM 1.5bn respectively) are pretty clear. Daimler already held 50 per cent of MTU, whose speciality is high quality civilian and military engineering—for example, for the Tornado combat aircraft—dovetail nicely with the automobile's own skills.

Daimler is not just West Germany's second biggest aerospace concern (after MBB) but

is highly active in electronics and research into new materials like carbon fibres and industrial ceramics. Daimler thus emerges as the dominant force in a triangle of high technology companies whose strengths in large degree complement one another. That certainly does not mean that Daimler is on the retreat from making cars—it will be turning out more than 540,000 this year.

It means three other things: that Daimler is better arming itself with the technological skills for the "car of the future"; it is extending into growth areas close to its own which could help counter the effects of relatively slow commercial vehicle activities; and last but not least, it helps strengthen its role as a military contractor.

The value of an AEG connection, let alone a take-over, to Daimler-Benz may not be so obvious at first sight. After all, isn't AEG the floundering giant which ran up huge losses for years, missed bankruptcy by a hair's breadth, and finally had 60 per cent of its debt written

off through a "Vergleich" (composition proceedings)? Roughly half its DM 62bn capital is now in the hands of more than a score of banks.

AEG even had to give up one of its brightest high technology assets, the telecommunications subsidiary ANT, as it sought to drag itself out of its financial trough.

Useful addition

Despite that, there are some fine industrial and financial arguments in favour of a Daimler stake. Whatever its past miseries, AEG remains a force to reckon with in key growth sectors like radio, radar and communications systems (13 per cent of the group's DM 1.6bn turnover last year), office technology (11 per cent) and high-quality power engineering.

Roughly 15 per cent of turnover comes from the military sector, a useful addition to the Dornier and MTU activities, while overall research and development spending last year totalled DM 800m or more than

7 per cent of sales.

AEG has two other strong advantages for an intending buyer. On the one hand the electricals group is clearly on the financial mend. Last year it produced an operating profit of DM 100m, cut its net financial liabilities by more than a half from 1983 and strengthened its still weak capital base. Its share price, suspended last Friday pending the announcement due today on the company's future, has been trading as high as DM 182 compared with the low of DM 23 in 1982.

On the other hand AEG is still carrying forward several billions of D-Marks in past losses which can be set against tax—a worthwhile consideration for the hugely profitable, and high tax paying, Daimler-Benz. Indeed, tax savings through an AEG purchase could go far to match the sum Daimler spent on MTU and Dornier this year—just the kind of financial deal Swabians like best.

Philip Morris in bid for Australian unit minority

BY OUR FINANCIAL STAFF

PHILIP MORRIS of the U.S. for expanding our presence in Australia," he said. Lindemans was acquired in 1971.

The bid is being made on the 20 cent final dividend paid for the year to come when net profits of A\$29.6m were derived from sales of A\$592.6m. Mr. Webb said approval had already been granted by the country's Foreign Investment Review Board.

• G. J. Coles, the Australian stores group which is in the process of merging with Myer Emporium, has sold its 6.9 per cent stake in Woolworths, the third force in the country's retail sector.

Australian Mutual Provident and the Commonwealth Superannuation Board paid A\$6.5m for the stake, acquired by Coles early this year. Its presence was a strategic move amid the tussle for supremacy then being played out among the three, and which culminated in the Coles-Myer merger.

"We will be making Lindemans a potential vehicle

Delhaize ahead after eight months

BY PAUL CHESTERFIELD IN BRUSSELS

TRANSATLANTIC, the Swedish liner shipping operation, has returned to the black following an upturn in its European liner operations, and an extensive rationalisation scheme instituted after its takeover last year of Broström, its major domestic competitor. It forecasts a positive result for the year, after higher freight volumes in the liner division led to improved overall turnover of SKr 2.94bn (SKr 2.62bn) for the first eight months. Turnover in the first six months of last year, but the group is now reporting on a partial basis and has not provided comparable figures.

Delhaize is still having trouble with Food Giant, one of its U.S. units, operating in the Atlanta region. Although operating profits rose in the first quarter they slipped back in the third, and after eight months turnover was SKr 341m against SKr 366m in the first eight months of 1984.

Transatlantic returns to profits after reshape

BY DAVID BROWN IN STOCKHOLM

The international liner operations as well as the bulk, tanker and offshore units continued to produce losses.

The group has sold a wholly-owned roll-on, roll-off vessel, and its minority shares in five other container ships. It was taken in the early part of the year by the high U.S. dollar rate, which eased towards the end of the period.

Fay Gjester adds from Oslo: Norway's Signal Bergesen shipping group has announced pre-tax profits of NKR 221.5m (SKr 226m) in the opening eight months of 1985, down NKR 9.1m on a year earlier. The company said the decline had been expected, and would continue. It reflects the ending of long-term charters at profitable rates, on a growing number of the group's ships, which are now having to seek cargoes on today's difficult market.

The January to August 1985 figure includes profits of NKR 137.5m from ship sales, compared with NKR 75.1m

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Maturity	Av. life years	Coupon %	Price	Book Runner	Offer yield %
U.S. DOLLARS							
Bankers Trust [†]	75	1992	7	6 1/2	100	Nikko Secs (Est)	8.435
Bankers Trust [†]	50	1990	5	10 1/2	100 1/2	Orion Royal Bank	10.360
Gas de France [†]	100	1995	10	11	103 1/2	Morgan Stanley	10.427
J.P. Morgan [†]	100	1992	7	10 1/2	98 1/2	Morgan Guaranty	10.417
Japan Finance Corp. [†]	100	1995	10	10 1/2	100 1/2	HS Int'l	—
Japan Finance Corp. (London) [†]	250	1994	8	(n)	100	CSFB	—
Tokyo Corp. [†]	70	1990	5	6 1/2	100	Nomura Int'l	10.295
Deutsche [†]	100	1995	10	10 1/2	100 1/2	Morgan Stanley	10.667
Deutsche Bank Fin. [†]	100	1995	10	10 1/2	98 1/2	Goldman Sachs	10.625
E. J. Reynolds [†]	150	1991	6	10	98 1/2	DBS (Sacs)	10.625
AUSTRALIAN DOLLARS							
Stearns Australia [‡]	30	1990	5	14 1/2	100 1/2	J. H. Schroder Wagg	13.875
D-MARKS							
Zyklon Telefon [†]	125	1995	10	6 1/2	100	Dresdner Bank	6.750
Post of Hamburg [†]	200	1995	10	6 1/2	98 1/2	WestLB	6.444
Deutsche [†]	300	1995	10	6 1/2	100	Deutsche Bank	6.750
Deutsche Bank Fin. [†]	500	1991	5	6	98 1/2	Deutsche Bank	6.153
IFC [†]	100	1992	7	6 1/2	100	Bayernische Versicherung	6.825
SWISS FRANCS							
Toys Rademacher [†]	33	1990	—	2 1/2	100	Swiss Vakuum	2.875
Forstner Co. [†]	60	1990	—	2 1/2	100	Credit Suisse	2.875
GTE Finance Corp. [†]	150	2000	—	(7)	100	SocGen	6.250
Astec [†]	150	1991	—	5 1/2	100	UBS	—
Op Car [†]	50	1990	—	(2)	100	Credit Suisse	—
Swissair [†]	100	1991	—	(2 1/2)	100	UBS	—
Ford Motor Credit [†]	170	1995	—	7 1/2	100	Morgan Guaranty (Switz)	7.250
ITT Corp. [†]	100	1995	—	5 1/2	100	UBS	—
Post Nederland [†]	150	2000	—	(5 1/2)	100	Credit Suisse (Switz)	5.434
American Fletcher Corp. [†]	110	1995	—	5 1/2	100	Bank Paribas (Switz)	5.625
Textron Fin. Corp. [†]	70	1990	—	5 1/2	100	Bank Paribas (Switz)	5.625
ESB OF Ireland [†]	50	1992	—	5 1/2	100	Credit Suisse	5.375
China Cos. [†]	20	1990	—	(5 1/2)	100	Nomura Int'l	—
Nomura Int'l Fin. [†]	150	1995	—	5 1/2	100	SocGen	5.825
ECU							
Philip Morris [†]	120	1993	7.3	8	55.70	Bank Paribas	6.346
ESB [†]	60	1995	8 1/2	8 1/2	93 1/2	Bank Carige, Italiana	6.702
Bank of Holland [†]	38.5	1995	10 1/2	9	100	CCF	9.000
FRENCH FRANCS							
Electrolux [†]	250	1990	5	11 1/2	100	BNP	11.125
LUXEMBOURG FRANCS							
EEC [†]	1m	1995	10	(8 1/2)	(100)	Kreditbank Int'l	—
GERMANY							
World Bank ^{††}	100	1990	5	8 1/2	98 1/2	ABN	6.621
YEN							
Denmark [†]	15m	1992	7	8 1/4	100 1/2	Fuji Int'l Fin.	8.115
Finance Min. [†]	40m	1995	10	8	101	Nomura Int'l	7.852
EDF [†]	25m	1995	10	8	101	Nomura Int'l	7.852
Mitsubishi Corp. [†]	25m	1995	10	8 1/4	100 1/2	Nikko Secs (Est)	6.147

* Not yet priced. [†] Final terms. ^{††} Private placement. [‡] Convertible. ^{††} Floating rate note. [†] With equity warrants. [§] With bond warrants.

[§] Den. currency. ⁽ⁿ⁾ Equal to 1m. ⁽ⁿ⁾ Note: Yields are calculated on ABD basis.

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All of these Securities have been offered outside the United States.

This announcement appears as a matter of record only.

New Issue: October, 1985



U.S. \$100,000,000

Takugin International (Asia) Limited

UK COMPANY NEWS

RECENT ISSUES

October 14, 1985

LPC INTERNATIONAL FINANCE N.V.

(A WHOLLY OWNED SUBSIDIARY OF LEAR PETROLEUM CORPORATION)

OFFER TO EXCHANGE
\$1,200 PRINCIPAL AMOUNT 8 1/2% CONVERTIBLE RESET NOTES
DUE APRIL 15, 1997FOR ANY AND ALL OF ITS
\$1,000 PRINCIPAL AMOUNT 8% CONVERTIBLE SUBORDINATED DEBENTURES
DUE 1995

LPC International Finance N.V. ("International"), a wholly owned subsidiary of Lear Petroleum Corporation ("Lear"), hereby offers upon the terms and subject to the conditions set forth in the Offering Circular dated October 4, 1985 and in the accompanying Letter of Transmittal (which together constitute the "Offer") to exchange \$1,200 principal amount of 8 1/2% Convertible Reset Notes due April 15, 1997 ("New Notes") for any and all of its \$1,000 principal amount of 8% Convertible Subordinated Debentures due October 15, 1995 ("Old Debentures").

The initial annual interest rate on the New Notes will be 8 1/2% and will be reset on April 15, 1987 at a rate which should, in the opinion of a United States investment banking firm selected by Lear, cause the New Notes to trade at 100% of their principal amount. The New Notes will be convertible into Common Stock, \$0.10 par value of Lear ("Lear Common Stock") at an initial conversion price (subject to adjustment) of \$20 per share. The conversion price may be adjusted, solely at the discretion of the Board of Directors of Lear on April 15, 1987, to 130% of a formula derived average market price of Lear Common Stock. The New Notes will be guaranteed on a senior subordinated basis by Lear.

All accrued and unpaid interest will be waived with respect to tendered and accepted Old Debentures. Interest on Old Debentures which are not tendered and accepted will not be paid until as soon as practicable following the expiration of the Offer.

The New Notes will be issued in registered form only. The Offer will expire at 5:00 P.M., New York City Time, on October 28, 1985, unless extended by International. Any extension of the Offer will be announced by press release.

All tenders of Old Debentures may be withdrawn until 5:00 P.M., New York City Time, on October 21, 1985, and unless previously accepted may be withdrawn after 5:00 P.M., New York City Time, on December 3, 1985.

Each holder of the Old Debentures has the option to cause International to repurchase the Old Debentures on October 15, 1987 at 120% of their principal amount. This repurchase option, as well as all accrued and unpaid interest, has been taken into account in determining the amount and terms of the New Notes offered in exchange for the Old Debentures.

THE INFORMATION STATED HEREIN INCORPORATES BY REFERENCE, AND IS QUALIFIED IN ITS ENTIRETY BY, THE DOCUMENTS CONSTITUTING THE OFFER WHICH CONTAIN MATERIAL INFORMATION WITH RESPECT TO THE OFFER, INTERNATIONAL AND LEAR.

The transaction described herein has not been reviewed by the United States Securities and Exchange Commission and the New Notes are being offered in reliance on an exemption from registration afforded by United States Securities Laws. Nevertheless, the Offer is subject to the provisions of the Securities Laws of the United States and the New Notes will be governed by the laws of the State of New York.

In order to obtain promptly, at the expense of International, the documents constituting the Offer, contact:

The Exchange Agent

J. Henry Schroder Bank & Trust Company

J. Henry Schroder

Bank & Trust Company

One State Street

Corporate Trust Operations

New York, New York 10015

(212) 269-6500

Facsimile Transmission:

DEX 3700

Telex Number:

(212) 425-0542

Confirm by telephone to:

(212) 269-6500 extension 244

Telex Number:

Domestic 12285 (Answer back SCH)

International 22376 (Answer back JHSB-UR)

or

at the main offices of

Citibank, N.A. in Brussels, Frankfurt/Main,

London, Paris and Zurich and of Citibank (Luxembourg), S.A.

in Luxembourg, who will act as agent bank

on behalf of the Exchange Agent.

Lear Petroleum Corporation
950 One Energy Square
4925 Greenville Avenue
Dallas, Texas 75206
(214) 363-6065
(Reverse Charges)

NOTICE OF REDEMPTION

To the Holders of

WELLS FARGO & COMPANY

12 1/2% Subordinated Notes Due December 27, 1991, Series A

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Section 4 of the Series A Notes and Article Three of the Indenture dated as of December 27, 1984 between Wells Fargo & Company and Morgan Guaranty Trust Company of New York, Trustee, U.S. \$5,571,000 principal amount of the Notes has been selected for redemption on November 13, 1985 at a redemption price of 101% of the principal amount thereof, together with accrued interest to said date, in the amount of \$10,82 for each \$1,000 principal amount.

OUTSTANDING NOTES OF \$1,000 EACH BEARING THE DISTINCTIVE NUMBERS

ENDING IN ANY OF THE FOLLOWING TWO DIGITS:

10 15 20 25 30 35 40 45 50 55 60 65 70 75 80 85 90

ALSO OUTSTANDING NOTES OF \$1,000 EACH BEARING

THE FOLLOWING DISTINCTIVE NUMBERS:

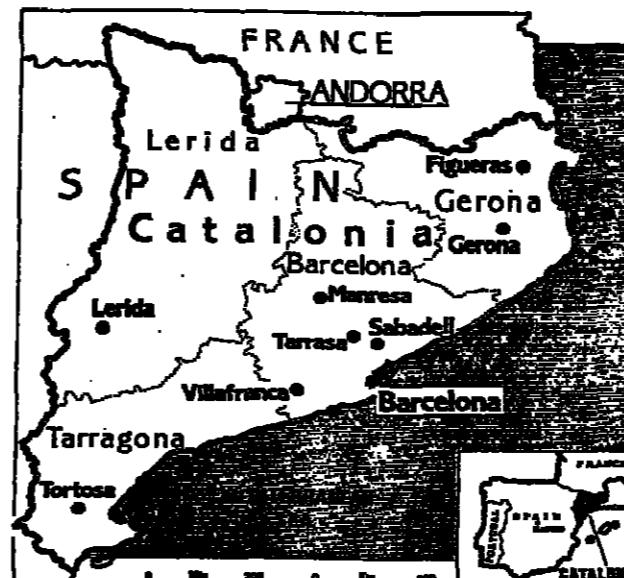
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10	4705	7005	11205	14705	22105	22405	29105	32505	41305	48905	48905	51105
20	4105	8105	11305	15005	17705	22005	29705	34005	41705	4505	48705	53105
30	4405	8305	11405	15305	18005	22305	29805	34105	4505	48805	53205	
40	4805	8705	11505	15605	18305	22605	29905	34405	4505	48805	53305	
50	4905	8805	11605	15705	18405	22705	29905	34505	4505	48805	53405	
60	4505	8505	11705	15805	18505	22805	29905	34605	4505	48805	53505	
70	4605	8605	11805	15905	18605	22905	29905	34705	4505	48805	53605	
80	4205	8205	11905	16005	18705	23005	29905	34805	4505	48805	53705	
90	4305	8305	12005	16105	18805	23105	29905	34905	4505	48805	53805	
50	4005	8005	12105	16205	18905	23205	29905	35005	4505	48805	53905	
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70	4705	8705	12305	16405	19105	23405	29905	35205	4505	48805	54105	
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80	4305	8305	14905	19005	21705	26005	29905	37805	4505	48805	56705	
90	4405	8405	15005	19105	21805	26105	29905	37905	4505	48805	56805	
50	4005	8005	15105	19205	21905	26205	29905	38005	4505			

FINANCIAL TIMES SURVEY

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Catalonia

More diversified and developed than any other part of Spain, the region sees itself as the one most linked to Europe when the country joins the European Community in January. Politically and culturally, Catalonia retains its distinct identity



Broad support for autonomy

By David White
Madrid Correspondent

ON THE overnight train from Barcelona to Madrid, the smart young Catalan engineer who had occupied the other bunk in the sleeping compartment peered out of the window at an isolated station. "We must be getting close for sure," he said, "because the clocks don't work already."

That, in a nutshell, is how the Catalans tend to regard the remainder of the peninsula. The standard word they use for Castile is "the steppes."

More developed and industrially diversified than any other part of Spain, Catalonia sees itself as the region closest and most linked to the Europe which Spain will be joining when it became an EEC member in January.

With a relatively tiny primary sector, its economic structure resembles many areas of northern Europe, except that its per capita income, while higher than the Spanish average, is still almost 40 per cent below the EEC's.

Catalonia is 6 per cent of Spain in land area, and has 16 per cent of its population. But it accounts for 20 per cent of the gross domestic product, 22 per cent of exports, 24 per cent

of industrial added-value and receives 20 per cent of its foreign visitors.

Regarding other Spaniards as unserious, impatient with long-delayed central administration, the somewhat clamorous Catalans do not on the whole "connect" with the rest of the nation. Their history and the rises and falls in their fortunes have up to recent times been out of phase.

Modern Catalan nationalism, which grew out of the local bourgeoisie in the last century, has its roots going back to the Middle Ages, to the different kingdoms that emerged during the interminable "reconquest" against the Moors, and to the antagonism that developed between Castile and the Mediterranean seaboard.

FOCUS

Consciousness of what Catalans nationalists call "the country" (meaning Catalonia) has a strong focus in the metropolis of Barcelona, where half the region's 6m inhabitants live and which, although Madrid has done much in the last few years to redress the balance, has long been thought of as Spain's cultural capital.

Barcelona's place in both arts and science is still considerable.

In theatre, for instance, there is little worth noting in Spain today that is not being done by Catalans.

The revival of Catalonia's autonomous institutions—the

Generalitat—for the first time since the Civil War has rallied a broad sector of support behind Sr Jordi Pujol, its president since the first elections were held in 1980.

This support has crossed normal political borders. Sr Pujol's Convergencia party presents a potent mix of conservatism and Catalonia, at the same time abiding by Spain's constitutional framework and staking national claims.

Like the latter, Sr Pujol rose to prominence in the internal opposition to General Franco. Just as Spain's current brand of socialism is characterised as *feijismo*, the party's political force in Catalonia has come to be known as *pujolismo*.

The Socialists gave up their chances of becoming dominant in Catalonia when they opted to sell the image of a national party and to exorcise the spectre of "separatist Reds". Although the Socialist Party holds the main town halls, including Barcelona with its long Left-wing tradition, and polled the largest number of Catalan votes in the last general election, it has suffered in regional elections. When the 135-seat Catalan parliament was renewed last year, Convergencia increased its seats from 43 to

an outright majority of 72. The formula that brings the Socialists into government in Spain was at the cost of their Catalan component, a sorely tested by the central leadership. This situation looks unlikely to change as long as they remain in power in Madrid.

POWERS

Relations between the Generalitat and Madrid have degenerated as a result of a row on finances, following cutbacks in the state budget for 1986. These affect the transfers that enable Catalonia and other autonomous regions to exercise the powers that have been devolved to them. Only the Basque Country and Navarre have arrangements that allow them to collect and spend their own revenue.

The only main available to Catalonia under the present system is to levy special taxes or take on debt. Apart from a fringe tax and a few odds and ends, it is entirely dependent on transfers of one kind or another from Madrid for its own budget, which for this year totals Pta 32.8bn (\$2.2bn). Half of this is taken up by social security, and a quarter by education.

A new permanent system to establish Catalonia's share of state revenue and give it leeway in how to spend it should have come into effect after the first six years of autonomy—that is, starting next year—but Madrid

has put it off.

Sr Pujol voices two complaints: that Catalonia is being worse hit than other regions, and that the government is not fulfilling the devolution laws.

The financing system, it stands, he argues, "leads to total economic asphyxiation and the destruction of autonomy."

Other parties, even local Socialists, concur on the issue. In the past, Catalan nationalism has always been fed by the argument that the region serves as a milch cow for the coffers of Madrid.

Catalonia's voters have been smart in helping to ensure one party's success nationally and installing another one in the Generalitat. The arrangement places Sr Pujol in an ideal political situation in that the Generalitat can always be asked for more without having to bear responsibility for levying the taxes.

Oppressed in the region, the Generalitat has been active in building roads, hospitals and elementary schools, and has been able, despite its adherence to Right-wing economic doctrine, to promote a social image.

Sr Pujol's party now wants to regain the leverage it enjoyed in Madrid under the previous Centrist government, which needed its votes in Congress. In the rest of Spain, the party's Sr Miquel Roc is trying—with some difficulty in the initial stages—to build up a new

force in the centre through a new democratic reformist party.

In Catalonia, however, Convergencia is sticking to its own identity.

The claims of the Catalans are Basques, and the interest they cause in the neighbouring military establishments in the Madrid authorities to adopt a policy of equal rights for all the country's 17 regions. But now that the military threat has died down, there is at least tacit acceptance that these "historical nationalities" are cases apart and merit differential treatment.

Autonomy has been a smoother process in Catalonia than in the Basque country. Political violence is minimal. Nobody except for fringe groups has really gone out to exploit anti-Castilian feelings as existed at the time of the Civil War. The pragmatic Sr Pujol is unambiguous in his acceptance of the 1979 statute as the "definitive solution" for the region.

The Catalan language has won back its status with a return of antagonism. In most of the region, Catalan is the natural tongue—although not in the industrial belt of Barcelona. Those born outside the region, or of parents who were born outside make up 60 per cent of the population, but an understanding of the language is becoming almost universal.

All schoolchildren now learn the language and the region's

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BASIC STATISTICS	
Area	31,900 sq km
Population (1984)	6.03m
Gross Product (1981)	Pta 3.228bn
Imports (1983)	Pta 1.102bn
Main suppliers:	
U.S., West Germany, France	
Exports (1983)	Pta 621bn
Main clients:	
France, West Germany, Italy	
Employment distribution (1984)	%
Agriculture	6.7
Industry	37.3
Construction	7.4
Services	48.5
Unemployed	22.9

Catalan-language television channel is the best in Spain. The unsuspecting visitor risks being caught out—or, if he fails to understand a "no mint" sign such as those placed recently in Catalan, on benches in Barcelona's zoo, of being branded with green stripes.

More than any other region, Catalonia has promoted itself ahead of EEC entry—despite the rules since foreign trade is one of the areas over which the central government has reserved exclusivity.

Its industry—which has brought a tripling of the population since the start of the century—has been through a deep crisis, resulting in a drop in the relative weight of manufacturing in the economy and heavy unemployment in the immigrant zones of Barcelona.

On the other hand, Catalonia, with a varied web of medium-sized companies, has little involvement in the heavy industries that have provided most of Spain's recent economic nightmares.

This has meant that apart from textiles—the sector that gave Catalonia its industrial leadership from the 18th century onwards—Catalan industry has not come under state-backed restructuring programmes and has had to undertake its own, costly reconversion.

The Catalan language has won back its status with a return of antagonism. In most of the region, Catalan is the natural tongue—although not in the industrial belt of Barcelona. Those born outside the region, or of parents who were born outside make up 60 per cent of the population, but an understanding of the language is becoming almost universal.

All schoolchildren now learn the language and the region's

PEGASO, A DIVERSIFIED RANGE OF SPANISH PRODUCTS BUILT WITH THE HIGHEST QUALITY AND THE MOST ADVANCED PROCESSES OF INVESTIGATION, DEVELOPMENT AND TECHNOLOGY

Pegaso, more than 80 years of Spanish technology

As an offspring of Hispano Suiza, founded in 1904 in Barcelona, ENASA started operating in 1946. At the time of ENASA's creation, the Instituto Nacional de Industria built on the long experience of the Spanish motor industry. It purchased the Barcelona installations of the well known Hispano Suiza and with the same team of engineers and machinery continued the research and technology which has now been maintained for more than 80 years. ENASA's situation today may be summed up as follows:

- Plants at Madrid, Barcelona (2) and Valladolid on a total of 2 million square metres, with 350,000 square metres roofed.
- A payroll of 8,500 efficient and interested employees.
- A range of products to meet the

shown by the Pta 63m in 1984, of which Pta 22m were from exports.

- The Company sells in 40 countries with medium and short term plans for an increased share of the market to set exports at 40% of the annual turnover as a priority for future planning.
- An extensive sales and service network in the domestic market with over 300 points throughout the country, made up by dealers and authorised service shops.
- An international dealer and service shops network with over 50 points along the highest traffic routes in Europe. Also dealers in service shops are found in other countries where Pegaso is sold to promote not only sales but also the customer service as a priority requirement to achieve recognition abroad.



The new model Pegaso "Tecno"

- Finally, continuing updated planning to improve product quality, increase productivity, reliability and efficiency, and further technology, research and development.
- The foregoing allows ENASA to meet the future with high expectations. Therefore ENASA has invested heavily to renew internal operations and has reached technical agreements with other builders to manufacture a product able to compete with the leading European makers.

After this view of ENASA's actual developments and PEGASO products we will detail the latest and leading contribution to the ENASA range of trucks: the PEGASO TECNO.

The new range of PEGASO TRUCKS

covers some twenty basic types to meet all transportation requirements: Single frame or tractor heads with two, three and four axles; single and tandem axles;

atmospheric, turbo-charged or inter-cooled engines with power ranging from 135 to 340 HP; 6 and 16 speed gearboxes; ten driving points; standard and deluxe extra-long cabs... Features to provide a PEGASO range of medium and heavy trucks to meet the most varied applications.

To start the sturdy built 1214 and 1216 PEGASO dumpers and multi-purpose

This wide range includes the 2331 R, 6x4 type tractor head; two concrete mixers and dumpers also 6x4 with 310 and 340 HP and one 6x4 with 310 HP engine.

The new PEGASO TECNO is available in three tractor types: the 1231 T and the 1234 T, both 4x2 with 310 or 340 HP engines, and the 2331 with three axles (6x2), initially available only with the turbocharged engine.

New from Enasa/Pegaso

In addition to the new PEGASO TECNO range, ENASA supplies an extensive line covering delivery vans, light trucks, heavy tractor heads, public works units, buses, off-the-road trucks, BMR wheeled armoured cars and the VAP amphibians. Recently, PEGASO launched the 5317 bus with integrated air suspension. Powered by the 170 HP rear-mounted engine and semi-powered gear shift for city use with a 9.70 metre-long body. For intercity traffic, it is supplied with the 6 synchronised speed ZF shift and 8.80 metre-long body.

The 2331 KH is a heavy duty PEGASO truck for public works. Powered by the 310 HP engine for 40 metric tonnes of full loaded weight.



The "BMR" special military vehicle

In the bus range we should point out the 6100 S unitised frame used to build the well-known buses for the World 1982 Football Games. The 5036 S line, one of the best known throughout the market has been expanded with the 5036 S/1 which now adds the 310 HP engine to the integrated air suspension and electric brakes of the previous models.

As a luxury model, ENASA supplies the VIP PEGASO coach 5036 S/1 version, especially developed to service a high standing, rather demanding users market. The vehicle was selected as the

official transport for the 1992 Olympic Games which Barcelona has requested. The 6420 PEGASO city bus, with unitised structure, integrated air suspension, and 200 HP engine, is an advanced, safe and comfortable vehicle, with easy access, to be marketed in the second half of this year.

Enasa military division

The defence line clearly shows the technical achievement and quality of ENASA products. The sturdy and reliable 3046 off-the-road truck (4x4) and the 3055 (6x2) have conquered markets both in Spain and abroad.

The ENASA armoured cars are also popular. They include the BMR with four-wheel drive powered by a 170 HP engine, and the vehicles in the BMR range. The all-wheel drive BMR model has six wheels with independent suspension, and a 310 HP engine, regarded as one of the best in this field.

ENASA's family of military products is based on three broad lines: logistic vehicles, tactical vehicles and armoured units. In addition, ENASA provides tech-



The Pegaso truck "Ralle Paris-Dakar"

nical assistance, know-how and management when required.

Military products are designed by ENASA's own Military Division which enjoys designing autonomy although for obvious reasons of cost economy and servicing efficiency it aims at the maximum use of mechanical components common to military and civilian vehicles.

In summary, ENASA's success is based in devoted attention to research development, high technology, maximum product quality, and professional management which results in increasing acceptance and recognition both in the domestic and international market.

ENASA Empresa Nacional de Autocamiones, S.A.

CATALONIA 2

Industry buoyed by black economy

THE BEST industrial news for a long time in Catalonia was the first quarter of 1985 unemployment figures, which showed a 1 per cent drop. The figure of total unemployment in the region stood at 450,930, which represented 13.6 per cent of the area's active population.

For the first time this decade Catalonia's unemployed was marginally less than the overall Spanish total, which stood at 15.8 per cent.

This follows more than a decade of unremitting gloom. Catalonia holds the depressing distinction of being the European area most affected by post-1973 industrial recession.

This is the conclusion reached by Sr Joan Hortalà, the Minister for Industry and Energy in the Generalitat government, and by his predecessor in the post, Sr Vincenç Oller, in a recent joint paper surveying industrial trends in Catalonia.

According to the report's conclusions between 1973 and 1981 industry passed from representing 48 per cent of Catalonia's gross added value to 40 per cent. The fall of eight percentage points was found to be unparalleled when examining 25 comparable European industrial areas.

In only four of those regions had the fall-off in industrial activity surpassed a three percentage point drop and the worst affected area after Catalonia was the Nord Pas de Calais, where the fall represented

6.8 per cent of that region's gross added value.

A second chief indicator of de-industrialisation centres on the employment statistics. The percentage of those employed in industry dropped from representing 52 per cent of the total active Catalan working population in 1973 to 46 per cent in mid-1983. During the period unemployment grew by at least two percentage points faster in Catalonia than it did in the rest of Spain.

More revealing still is the fact that while Catalonia represents about 23 per cent of the industrially-occupied total in Spain, a full 32 per cent of the jobs lost in Spain during the 1973-81 period were jobs in Catalonia. If the construction sector is excluded, the percentage of industrial jobs lost in Catalonia rises to 37 per cent of Spain's total.

Family factor

The figures show that by 1983 78 per cent of Catalonia's out of work were to be found in Greater Barcelona and the nearby industrial belts, and that last May 249,200 registered unemployed or 55.3 per cent of the Catalonia total were under 24 years of age. Clearly the massive number of first job-seekers cushions the unemployment problem since the Spanish "extended family unit" factor comes into play.

On the other hand, the over

24 years old jobless are to be found in the strong industrial areas where a whole set of indicators, such as car registrations and electricity consumption, point towards continued, albeit unregistered, unemployment.

Sr Manuel Feu, Secretary-General of the Generalitat's employment department, treats the jobless statistics with caution. "If we really did have more than 200,000 family breadwinners unemployed there would be barricades and shots in the streets and there is nothing of that," he says.

The absence of real social strife for all the unemployment statistics is taken as a further indicator that the registered unemployed are mainly do, and more often than not, working. "They are almost certainly not new jobs," says Sr Feu. "They are 'submerged' jobs that have now come into the open."

Initiatives such as the direct salary grants denote a new optimism in Catalonia's industrial future, and in its bid to regain, as the clouds of recession pass, its title of "the factory of Spain." There is more than enough to justify solid backing for the area's potential.

Catalonia has three invisible, visible assets that give it an edge on the rest of Spain. The first concerns the acquired skills of its working population; the second has to do with the diversified industrial profile of the area; and the third rests on Catalonia's geographic situation which becomes all the more important as Spain stands on the threshold of entry into the European Community.

The "factory of Spain" slogan dates back to the 18th century when Catalonia, or more precisely Greater Barcelona, was the sole area in the Iberian peninsula which could claim kinship with Europe's incipient precursors Greater Barcelona, was became a Manchester on the Mediterranean. First there

were textiles and then there was a machine tool sector to service the looms and a chemical sector to provide the dyes.

Catalonia's and Catalonia's industrial heritage is the basis for the sophistication of the region's entrepreneurial class and labour force. It is no accident that Barcelona boasts the best business school in Spain, just as it is a fact of economic life that the area acted as a magnet for rural Spain.

In Catalonia, some 80 per cent of industrial employment and output depends on medium and small companies, taking a "medium" company at its Spanish face value which means a business with more than a dozen employees and fewer than 100.

With the decline of textiles, the powerhouse of Catalan industrial development is to be found in a mix of small auxiliaries, mechanics and small processing companies and in equally ostensibly unpretentious chemical sector businesses. It is in fact the latter which, according to the Generalitat, have shown the fastest growth in recent years and which account for 50 per cent of new foreign investment.

A key proportion of the auxiliary steel sector is clearly dependent on the main automotive plants based in Barcelona: Seat, the state-owned car pro-

ducer that is currently linked by data, such as that uncovered by Sr Hortalà and Sr Oller, which divides the area's output into 31 manufacturing sectors. Such is the diversification that 10 sectors are required to make up 70 per cent of Catalonia's industry and a further 10 to increase the proportion to 90 per cent.

Catalonia, for all its "factory" image and ambitions, is not a big industry centre and has no primary products. The accolade of Spain's industrial area in the conventional sense belongs to Bilbao and its surrounding provinces of Vizcaya.

In Catalonia, some 80 per cent of industrial employment and output depends on medium and small companies, taking a "medium" company at its Spanish face value which means a business with more than a dozen employees and fewer than 100.

Textiles are no longer the strongest sector. The clothing trade has been overtaken by metal processing (from tractors and automobiles to machine tools) which currently accounts for 33 per cent of gross added value in Catalonia manufacturing.

The chemical industry represents 15 per cent of the manufacturing pie and textiles take third place with 13 per cent. The real diversified structure of Catalan industry is revealed



A key proportion of the steel sector depends on the big automotive plants in Barcelona.

succinctly puts it: "Sun, sea, snow and a nearby frontier."

The present incumbent of the industry and energy post at the Generalitat, Sr Hortalà, says that his department's priority is the advanced technology sector. Thus the latest initiatives in this field by the Catalan government have to do with establishing and promoting R and D centres and with offering expert advice, focusing on high-tech reconversion, to the machine tool and auxiliary companies.

The very diversity and flexibility of the industrial sector helps it to face the future with optimism. With Spain on the threshold of Europe and therefore facing a drastic end to its once proud industrial economy, Catalonia finds that its manufacturing base and its absence of primary products can be turned to advantage.

Sr Miquel Fule, a senior official at the Generalitat's industry and energy department, says: "In reality our industry is a lot of small and skilled workshops which taken together turns us into a gigantic auxiliary industry centre. We can only benefit from European entry, the same as Northern Italy."

Still views represent a strong belief both in the potential in Catalonia for moving into high-tech and in the exceptional advantages that Catalonia enjoys by virtue of its proximity to France, its good communications and its Mediterranean shoreline.

There is a general assumption in Barcelona that Catalonia has been singled out for a star part in a high-tech European future. Theorists of industrial trends such as Sr Oller believe the cards are stacked in Catalonia's favour for two reasons: there is the skilled workshop infrastructure that can adapt to high-tech manufacture, and the overall environment that is particularly suited to research centres.

What Catalonia is seeking in this field is to reap the benefits of French and multinational investment in Toulouse, Barcelona, specifically, sees itself as the natural capital for this particular north east corner of the Mediterranean. What Catalonia offers fundamentally is a quality of life, or as Sr Oller

Tom Burns

Catalonia, a mixture of history and economic progress.

Catalonia was created as a nation by Charlemagne 1200 years ago and already, by 1359, the Generalitat, one of the first governments in the world at that time, had been created.

In spite of many historical problems, Catalonia has, since then, contributed in the formation of the European economy and its sociological structure.

Today Catalonia is the leading industrial region of Spain and

amongst the first of its kind in Europe. It is the number one European tourist zone and its capital, Barcelona, is the greatest of the Mediterranean cities.

Catalonia occupies 6% of the territory of Spain; its population 16% of the population of Spain. Its industry represents 25% of the national total and its share of Spanish external trade amounts to 23%.

Catalonia has been selected by many multi-national companies as the

area in which to set up their centres of production and distribution and now, with Spain's entry in the European Community it is preparing to convert itself into the link between the Iberian Peninsula and continental Europe.

If you require information about Commerce, tourism in Catalonia or investment possibilities please enquire in the Department of Commerce, Consumers and Tourism of the Generalitat.



Generalitat de Catalunya
Departament de Comerç, Consum i Turisme
Passeig de Gràcia, 105, 08071 Barcelona, Spain

Clothes fever boosts textiles

ONE OF the more unusual experiences that a visitor to Barcelona can have is to spend an evening with assorted writers, painters and journalists and then to be told, sometime after midnight, that it is time the whole party moved on to watch a fashion show.

The end of September was "Fashion Week" in Barcelona and some of the collections for next summer were on show in a giant hangar that stands on the quayside of Barcelona's port.

What is immediately striking is that the week is eight years away from the stereotyped exclusive salons packed with pearls, fur and cheque books. The Barcelona shows were youthful mass crowd events that, while they lasted, emptied out the city's multiple rock discos and late night jazz clubs.

The fun thing to do was to watch fashion shows, the accompaniment of light shows and music. The huge audiences were as knowledgeable and appreciative as they were heterogeneous.

"Two years ago these big fashion events simply did not exist. Something has changed dramatically," says Sr Toni Miro, a Barcelona designer of women's and men's wear whose collection was one of the star events of the week. Sr Miro himself, like others in the Spanish fashion fraternity, has become a celebrity.

Clothes design is a fever that has gripped Spain and the chief beneficiary in industrial terms is the Catalan textile sector. Spain is in the process of bursting on to the world fashion scene and the chief characteristics of Spanish designs are youth, modernity, imagination and freshness. Catalonia's textile sector is changing accordingly.

Rising labour costs and the competition of the developing world sounded the death knell for a Catalan textile industry which served a mass Spanish domestic market and which, in its heyday, had looms set aside for meeting British orders. Since the mid 1970s the Catalan

industry have undergone a painful reconversion process during which company after company went into receivership.

The crash of the textile companies was, however, deceptive. According to one Barcelona industrial consultant "at least" 20 per cent of the ostensibly bankrupt companies have continued to produce within the framework of the submerged or "black" economy.

The profile of the traditional Catalan textile company was of a small, family-owned concern. These companies have found a new life in the submerged economy by splitting into even smaller units or by simply retaining just the skeleton management that co-ordinates piecework by freelance employees working from their homes.

The new structure of the textile sector is ideally suited to the present fluid and innovative stage of Spain's fashion scene. Together with the new, young designers there is a whole new breed of promoters, entrepreneurs and industrialists who are willing to take their chances with designer clothes.

"What is happening is that there is backing at every level for the intangibles of the textile industry," says Sr Miro and by this he means that there is clear confidence in the creativity of Spanish fashion.

The backing goes all the way to the top, to the Industry and Energy Ministry in Madrid itself. The Ministry has given unprecedented prominence to a department specifically dealing with fashion and design and has allocated a Pta 8bn budget to promote the products of Sr Miro and others in the charmed circle of successful designers.

The last thing that officialdom seems prepared to do is crack down on the submerged economy that is producing the goods. The consensus view is of the "if it works don't fix it" variety. Events like the fashion week appear to indicate a rosy future for the clothing industry.

Tom Burns

CATALONIA 3

Banking upsets rumble on

EVEN cosmopolitan Barcelona can be a small world. The opening of an art exhibition the other week brought two guest speakers face to face: the president of the Generalist Sr Jordi Pujol, and the president of the Spanish Art Critics' Association, Sr Cesario Rodriguez Aguilera.

The piquant thing about the encounter — with Sr Pujol making his address in Catalan and Sr Rodriguez in Spanish — was that the latter is only a part-time art critic. His real job is that of presiding judge at the High Court, and therefore central figure in the issue of whether Sr Pujol will have to stand trial for alleged irregularities in the Catalan bank.

The Banca Catalana affair, arising from the collapse of a banking group in which for 18 years Sr Pujol was the main driving force, is the latest in a long series of banking upsets in Catalonia.

It was precisely the region's failure to develop a financial power-base to match its industrial leadership of Spain that inspired Banca Catalana, and its saga has taken on extra dimensions due both to the political motives that went into it and its political fall-out.

Banca Catalana fell in 1982 and is now undergoing a 10-year clean-up process under Sr Pujol. Catalonia is obliged to take the command. Previously, four other subsidiary banks were hived off to other Spanish groups.

False credits

Misappropriation proceedings were started against him and 22 other bank directors in June 1984. Catalonia is obliged to have operated a so-called "B Fund," channelling false credits into instrumental companies operating outside the control either of shareholders or the banking authorities.

Sr Pujol will say only that he wants the case to be resolved soon and that he is "certain" of his own innocence.

Proceeds to Catalonia fill the pages of Catalonia's financial history, involving institutions that in their day were the biggest in the region and even in Spain.

Catalonia's first real bank, the Taula de Canvi, was founded in Barcelona in 1801, moved to Mediterranean trade and later invested in other cities of the Kingdom of Aragon. It acted as a kind of municipal depositary and often had to use depositors' money to repay the city's debts to merchants.

So it frequently had trouble when it came to refunding deposits. It limped on until its formal demise in 1885.

This century has seen banking giants disappear one by one, starting with Sociedad Catalana, general de Crédito in 1912. The two main banks, during the 1914-18 war, when Catalonia thrived on Spanish neutrality, collapsed soon afterwards. They

were Banco de Barcelona (the name was later revived by Catalonia for one of its acquisitions) and Banco de Terrassa.

Banco de Catalana, starting in 1920, grew to be the biggest Catalan bank before collapsing with the coming of the Second Republic in 1931, when funds from the national bank were withdrawn from the then-Catalan banks at the end of the Civil War in 1939. Hispano-Colonial Arms and Uruguay Catalana absorbed by major Madrid banks, no longer exist.

Between 1942 and 1959 the share of total Spanish bank deposits held by Catalan-based banks was halved from 6.7 per cent to 3.8 per cent.

In 1958 Banca Mas Sardà, an old family bank, had to be rescued and reconstituted as part of the Banco Popular. It had a "hole" of Pts 158m and no fewer than 165 subsidiaries, mostly instrumental companies, including one which had as sole function the purchase of a yacht.

Lastly, the Rumasa affair in 1983 brought the seizure by the government of, among others, the group's Barcelona-based banking flagship, Banco Atlántico, since sold to an Arab-Spanish consortium.

To say that banking has not been Catalonia's business forte would be an understatement.

Between 1942 and 1959 the share of total Spanish bank deposits held by Catalan-based banks was halved from 6.7 per cent to 3.8 per cent.

There are outstanding exceptions, however, in contrast to commercial banks — and partly filling the gap — savings banks have enjoyed regular and peaceful growth, and have a much bigger place than in the rest of Spain.

Of Spanish commercial banks' customer deposits, those with head offices in Catalonia, including subsidiaries of other groups, account for under 10 per cent. But of savings bank deposits the region's 12 institutions account for 29 per cent.

Three of these, Caja de Ahorros de Cataluña, Caja de Barcelona and Caja Pensiones para la Vejez y de Ahorros de Cataluña y Baleares (mercifully known as "La Caixa"), are respectively the seventh, third and first savings banks in Spain.

La Caixa, which ranks among the biggest Spanish banks, occupies almost half the sector in Catalonia. It was founded

in 1904 to provide workers' pensions in an attempt by the enlightened bourgeoisie to calm unrest (there had been a general strike two years before).

It found a huge savers' market and expanded, first by buying up barbershops, then all over the region and then absorbing other savings bodies — 54 of them by the time the authorities imposed curbs on the sector in 1946.

While mainstream banks became involved in industrial growth, La Caixa's funds went mainly into housing loans and state-directed investments — modest, but, in the event, safer earners.

Under savings bank legislation, La Caixa channels its surpluses into social and cultural projects, which include a science museum and more than 100 public libraries.

The other outstanding exception is Banco de Sabadell, the biggest independent commercial bank in Catalonia and the only one of any size to be still on its feet — remarkably since it was traditionally tied to the textile industry, the first to run into problems.

It is untypical in that it did not spring from one of the big Catalan families but from a group of 12 small townsmen in the old wool town of Sabadell in the 1880s.

Until 1964 it had just one branch; but it then embarked on a path of expansion and diversification, specialising in short-term commercial discount and keeping clear of direct participation in Textiles, not account for only about 12 per cent of its business.

So Juan Coronel, the chairman, describes its policy through the industrial crisis as "a relative prudence."

Banco de Sabadell bank now has 25,000 shareholders, none of them holding more than 0.7 per cent and a waiting list of would-be new shareholders. The bank tries to encourage its best customers to take up shares.

"That is why we are not on the stock market," says Sr Coronel.

Its branch network has grown to 190, with 170 in Catalonia and a representative office in London, soon due to become an operative branch. Elsewhere it works closely with corresponding banks and prides itself on its international service.

Low-key and cost-conscious, it has shown annual profit increases with monotonous regularity.

David White

CAJA DE PENSIONES

FOUNDED IN 1904

THE LARGEST SAVINGS BANK IN SPAIN

THE FIRST FINANCIAL INSTITUTION IN CATALONIA

	Pts. (in millions)	\$ (in millions)
Equity - Reserves	111,201	641.3
Deposits 31-12-84 (1)	1,098,081	6,332.6
Deposits 31-08-85 (1)	1,230,134	7,521.0
Operating Profit	32,420	187.0
Net Surplus	10,702	61.7

(1) Comprises technical reserves for annual business
31.12.84 1 S-173,400 Pts.
31.08.85 1 S-163,553 Pts.

Branches 932



"la Caixa"
CAJA DE PENSIONES

Full tilt to capture the Olympics

BARCELONA's mayor, Sr Pascual Maragall, is cautious about the city's chances of staging the 1992 Olympics. "We are not the favourites, we are just the best placed," he says.

Sr Maragall knows as well as anyone that there will be a collective neurosis if the summer games are not held there. A few hours in the city has its rewards and by no means the least of them is the fact much of the Olympic papernalia is already in place in Barcelona.

The city could stage the Games at short notice because the lobbying and the working have been accompanied over the years by no-nonsense real

estate investment in Olympic stadia, swimming pools, cycle tracks and other facilities. According to Sr Carlos Ferrer Salat, senior official on the Barcelona '92 Organising Committee, 70 per cent of the necessary sports installations already exist.

However, the people of Barcelona are too sophisticated to succumb to mere blind passion but also have what the Catalans view as the defining characteristic of their race and culture, "seny," an almost untranslatable word generally taken to mean a mix of common sense, ancient acquired wisdom and sound commercial judgement.

As Sr Josep Miquel Abad, executive secretary to the Barcelona '92 Committee, puts it: "There is not a single investment that we plan for the Olympics which we would not have to make sooner or later, Games or no Games."

The "love affair" with the Olympic movement dates back to the first world war when Barcelona was virtually assured that it would stage the 1924 Games.

Baron de Coubertin, the all-powerful founder of the modern Olympics, charismatically switched the 1924 venue to Paris instead.

Hopes

There was yet a third attempt to bring the Olympics to Barcelona in the 1930s. An Olympic swimming pool was built for the hoped-for 1972 Games (much the same as the Olympic stadium was built for those of 1936) but the venue chosen was Munich. Thus Sr Maragall and the people of Barcelona feel with some justification, that the city is "owed" a games and all hope is pinned on 1992.

The actual decision by the IOC on the 1992 venue will be made when the committee meets in Los Angeles in October next year. Lined up against Barcelona are Amsterdam, Belgrade, Birmingham (England), Brisbane, New Delhi and Paris. In theory, after the 1984 Los Angeles Games and the 1988 event in Seoul, the natural choice is for a European venue.

Part of Sr Maragall's sales pitch to bring the Games to Barcelona is that Spain is the only important western European nation that has never staged the Olympics. In the meantime, Spain's

3 PIRELLI 3

Technology

A strong commitment to the advanced technological development of products and processes, with 1,700 research and development specialists working in 6 R & D centres in Brazil, France, Germany, Italy, the United Kingdom and the United States.

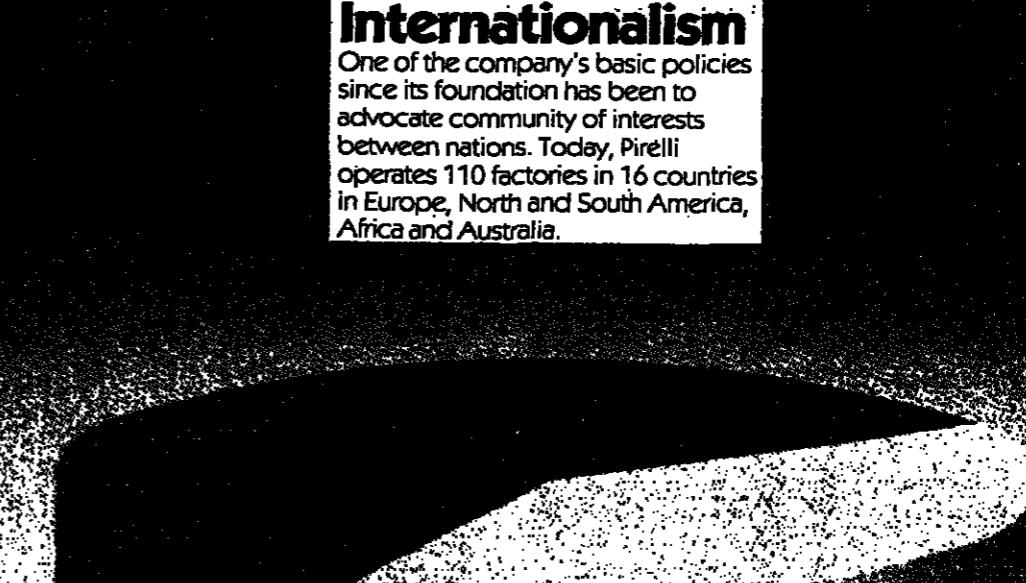
Professionalism

The highly developed skills of its 62,000 employees, the modern industrial relations schemes, continuous training and retraining of personnel and labour organization systems at factory level, represent advanced management of human resources.

Internationalism

One of the company's basic policies since its foundation has been to advocate community of interests between nations. Today, Pirelli operates 110 factories in 16 countries in Europe, North and South America, Africa and Australia.

Agosto 1985



TYRES
CABLES
DIVERSIFIED PRODUCTS

PIRELLI
Also working for Spain's future

Pirelli's presence in Catalonia dates back to 1902. Today the Group operates 6 factories for the production of tyres, cables, and diversified products with a payroll of 4,500 people.

Tom Burns

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CATALONIA 4

Tourism: diversity that satisfies most tastes

TOURISM in Catalonia is a case of sitting back and laughing all the way from the bureau de change (or "cava," as the Catalan language has it) to the beach.

The region has it all: standing room-only beaches, overshadowed by concrete tower blocks which are blasted at night by disco pulsations; quiet coves, known to the scuba diver, that can be reached only by scaling down rocks cliffs; little-known market towns which boast Romanesque churches and Michelin-starred restaurants; ski resorts that undercut their Euro competition at every level and Barcelona itself, which can satisfy most tastes.

Catalonia's 12,000-plus square miles contain 2.5m registered beds available for tourists. The area receives 8m foreign visitors a year, who can be properly classed as tourists because they spend more than two nights in Catalonia and, according to the latest figures, there are 150m overnight stays by visitors a year in the region—many of them Catalans taking trips. Such statistics prompt immediate visions of a Catalonia looking like a giant airport lounge.

The official estimate is that 250,000 people are employed in the sector, or about 12 per cent of Catalonia's working population, and tourism reckoned to generate 11 per cent of Catalonia's income.

There are other parts of Spain in which tourism makes an impressive impact, notably the Costa del Sol in the south, Benidorm in Valencia, and Mallorca in the Balearic Islands. Catalonia is somewhat different only because as the director general of tourism, Sr. Angel Miquelanzo, puts it: "Here we don't depend on charter flights and tour operators."

What makes Catalonia dif-

ferent within Spain's tourism sector is that out of its 2.5m registered beds for tourists a full 75 per cent are to be found in apartments and private villas as opposed to hotels. Air travel and charter flights bring only about 10 per cent of the bona fide tourists to Catalonia.

Close on 90 per cent of Catalonia's foreign tourists enter the area in private cars and in buses and descend along the motorway from La Junquera on the French frontier to the Costa Brava and the Costa Dorada resorts. The visitors are French, by the hundreds of thousands, Germans and Italians with the British taking a back seat.

"We didn't notice this year's drop in British tourism," said one Generalitat official with some satisfaction.

In contrast to the charter flight and tour operator-dependent resorts, which earn their livelihood from the block booking of hotel upon hotel, Catalonia offers flexible and therefore resilient facilities. It has all the advantages of being the closest part of Mediterranean Spain to France, Italy and northern Europe and, because it specialises in individual holidaymakers who seek out their apartment and villa, has been able to capitalise on their loyalty.

Protected from the changing whims and from the fine profit margins of the operators, Catalonia has succeeded in providing something for everyone. Within a few kilometres of traffic jams, during the July/August high season, can be found the ultra chic and quiet repose of s'Agaró, with its remarkably static Mediterranean millionaires' row, and the sunbathing, ondulant, goss-youth culture venue of Playa de Aro.

Further up the Costa Brava, of driving through miles upon

towards France, there are low-cost family holiday marinas for the yachting crowd, artist colonies in Cadaques and places like Figueras where the super cool arrive on motorbikes and covered in leather gear and make-up to pay homage to Salvador Dalí and visit the surrealistic museum he donated to his home town.

The Costa Brava, in its varied manifestations, is a trade mark that Catalonia knows is well established and internationally known, comparable only, in Spain, to Andalusia's Costa del Sol.

A second instant image associated with Catalonia is Barcelona—at one level the capital of Catalonia is an artistic treat, at another it is steamy fun and at yet another a serious commercial centre with a calendar that is block with international fairs and trade exhibitions.

The challenge now facing Catalonia's tourism authorities is to develop the potential of the inland regions and the mountain resorts. This is far from being a daunting task since Catalonia, in the Spanish context, is exceptionally well served by communications.

The inland regions, or the "comarcas" as the districts are named in Catalan, offer an amazing variety of distinct folklore roots, culinary skills, architectural traditions and agricultural patterns and produce. The richness of inland Catalonia and its historical importance is well known to the discerning tourist and it offers a sharp contrast to the acquired habits of those who are experiencing s'Agaró with its remarkably static Mediterranean millionaires' row, and the sunbathing, ondulant, goss-youth culture venue of Playa de Aro.

The main contrast is that in Catalonia it is not a case of travel along the ondulant, goss-youth culture venue of Playa de Aro, to a "lost" cathedral town or

at a "lost" cathedral town

CATALONIA 6

atic Limited
1982 Dividends

Empresa Nacional de Petróleo, S.A.

1984 OPERATIONS

I. PRODUCTION

	Thousands of Metric Tons
Refined crude	15,585
Lubricating oils	216
Alefins (ethylene, propylene and C4 fraction)	824
Aromatics	59
Other products and by-products	353
Company fleet (Million mrt/mile)	51,500

PRODUCTS SUPPLIED

to Spanish Market:

Petrol, Gasoline, Kerosene, Gasoline and Butane

Marketing oils

Alefins (ethylene, propylene and C4 fraction)

Other products and by-products

Export and Non-Monopoly Market

TOTAL

11,603

10,424

160

615

39

365

2,806

12,609

II. FINANCIAL DATA

Billings to Spanish market

Millions of Pesetas

Export and non-monopoly market

595,769

Fixed asset additions

97,019

Net income for the year

3,502

Depreciation and amortisation

3,142

Cash flow

15,984

Headquarters:

19,126

José Abascal, 4 - 28003 Madrid
Telephone: 446 52 00
Telex: EMP 22658 27325 4602

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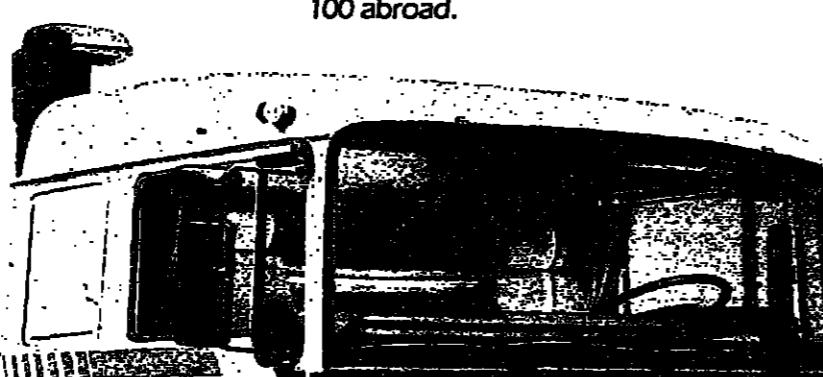
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- New super-large cab.
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People who know what they are doing.



Rojo (centre) and Marcos, in dark shirts, are surrounded by Sparts players during a European cup match

Barcelona: power and the glory

NOWHERE ELSE in the world can you find a bank cash card bearing the name and colours of a soccer club. Nowhere else would an easy-read thriller co-authored by an English football manager and its way out to the homeselves in the same series as *Stand and Gored* as has happened with the Catalán translation of *Hazel And The Three-Card Trick*, a by-product of one Terry Venables, currently of Spanish champions Fútbol Club Barcelona.

FC Barcelona, Barca to its supporters throughout and beyond Catalonia, is an unique phenomenon both in Spain and in the world of football. Barcelona, a city of 3m, provides a livelihood for three daily sports tabloids, all devoted largely to its exploits. The club has two soccer stadiums, its own division in a local bank, and 110,000 paid-up members—more than two-thirds as many as Spain's ruling Socialist party.

The club regularly has gates as big as top English first division tiers. A rarity among football teams, it does not stop to carrying advertising on its shirts—except, since last month, a small tag supporting Barcelona's bid for the 1992 Olympics.

Even though the league title it won last season under its new manager from Queen's Park Rangers was its first for 11 years, the club has never lost support.

Barca is Catalonia's number one institution. Normally rational, commonsense Catalans undergo a metamorphosis when the blue-and-red shirts appear on their television screens. Whole families, even those who do not like football, are dedicated followers.

The club established a special place for itself during the Franco regime, as the only channel through which Catalan feelings could find public expression. The rival Barcelona first division club, Espanol, however, has been able to shake off a Right-wing, anti-Catalanist aura. The few Barcelona intellectuals who admit to being Espanol fans, are treated like black sheep.

But Barca's pull is if anything greater now than it was during the dictatorship. The club would have even more paying members, only it does not have the seats for them.

Support

There are in the region of 400 fan clubs in Spain and abroad—"a bit like a marketing network," says the club treasurer Sr Carles Tusquets—including one in Moscow. By turning this support to advantage, Barcelona has managed to escape the financial quagmire in which the rest of Spanish football founders along from season to season.

When the present club chairman, Sr Josep Lluís Núñez, took over seven years ago, the club's first external audit revealed it to be in a state of technical bankruptcy—with a negative net worth of Pta 13m (\$75,000), players and employees owed three months' pay and short-term loans outstanding to the bank.

Sr Núñez, a businessman in the construction sector (although he has "Catalanised" his name, he was actually born in Bilbao), came up with the simple solution of asking members to contribute a year's subscription, to be deducted over the following five years.

The response, says Sr Tusquets, was 200 per cent. Annual subs—a flat rate of Pta 6,500 plus between Pta 10,000 and Pta 25,000 for season-ticket rights to all the club's soccer, basketball and other fixtures—are also paid in advance. "Before each season 70 per cent of the budget is already covered."

In this way the club has not only paid off its debts but built a new "mini-stadium" with all-seat capacity for 16,000, new offices, a residence for young players and a museum displaying its past glories—19 league championships, 20 King's Cup titles, two cup-winners' cup and Three Fairs' Cup/UEFA titles.

For the 1982 World Cup it expanded the capacity of its

Camp Nou ground from 100,000 to 220,000 at zero cost from the subscriptions of the new members it was able to take on. It is now planning to expand again to 230,000, increasing the seating in a bid to contain its more troublesome fans, the "boxeo nois" or "crazy kids."

As a non-profit-making body, the club steers its pluses into projects such as catering for 2,000 young athletes. Its bank scheme, which provides the club with another Pta 50m a year, has been so successful that Sr Núñez is said to be toying with the idea of an insurance company for members.

The bank, unofficially known as "Banca del Barca," is actually a division of Banca mas Sarda, an old and once rather snooty family institution that is now part of Banca de Bilbao.

With cheque books printed in club colours, offering exclusive services for the club and its members, and using Catalan for all its communications, the division has built

up a clientele of 14,000 and deposits of Pta 1.8m since it was launched in January last year, according to Sr Pedro Fontana, Mas Sarda's managing director.

The new cash card is designed so that it can be used one day to gain access to the stadium through automatic gates.

It was Mas Sarda that had to handle the complex transfer deal last year of the Argentinian Diego Maradona to Naples—on which Barca made a capital gain of \$2m and the purchase of Tottenham Hotspur's Steve Archibald.

Crowds

Sr Fontana, though himself a life-long Barca devotee, never ceases to be astounded by the power the club exerts.

Barca is bigger than politics, with an ability to mobilise crowds that any party would envy. Both Convergencia I Unio, the dominant Catalan party and the Socialists who hold Barcelona town hall have done their best

to get on to the club's board. But, says Sr Tusquets, "the day politicians get in, Barca will stop being what it is."

This kind of prominence, however, does not always make for a happy club. Directors and players cannot take a step without it echoing in every bar. Foreign stars, heroes only when Barca is winning, come under tremendous pressure, the slightest friction turns into a public issue—often to the detriment of players' performance on the field.

At the height of the latest political row between Barcelona and Madrid, another quarrel—between Sr Núñez and Barca's German midfield ace Bernd Schuster—spoke the show even on the front page of the staid *La Vanguardia*. At a Press conference, a sports reporter put the rhetorical question to Terry Venables:

"Do you see now why Barca wins a title only once every 10 years?"

David White

Courtaulds Fibres sa. BARCELONA



Courtaulds P.L.C. one of the most important textile groups in the world and whose origins go back to Victorian times, acquired all Cyanenka SA's shares at the beginning of the year, therefore becoming the second-largest world producer of acrylic fibre and the foremost in Europe.

Courtaulds Fibres sa. formerly Cyanenka SA, also uses the Courteille brand which can be found throughout the textile world both nationally and internationally.

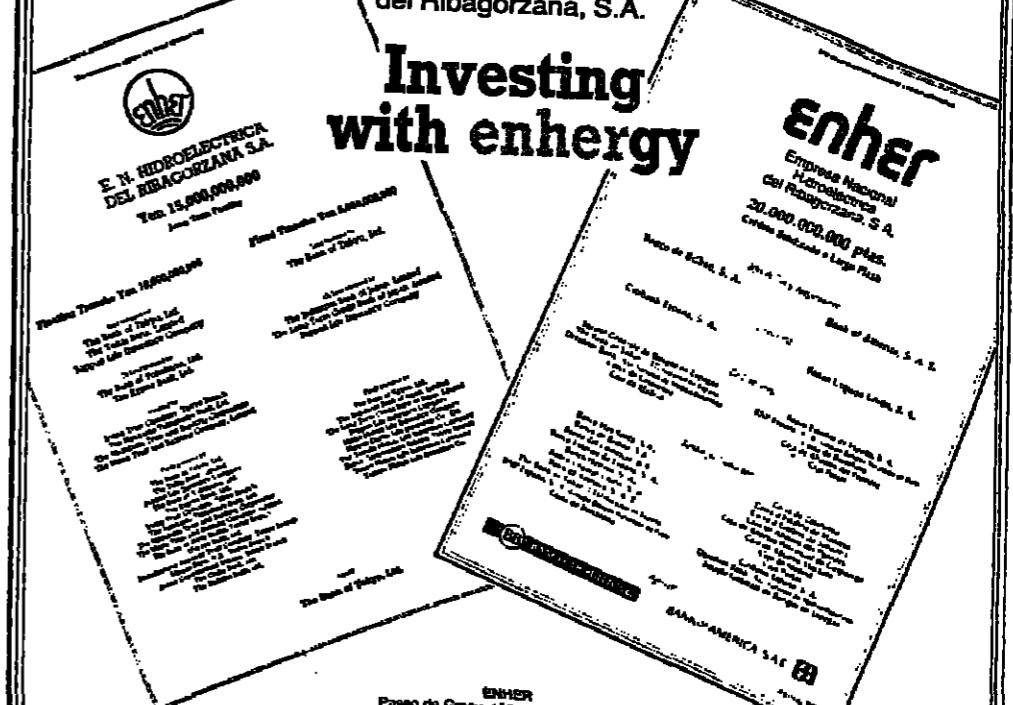
Of the 58,000 tons sold annually, half is exported to various countries making Courtaulds Fibres sa. the principal textile exporter in Spain. The most important foreign markets are Western Europe, China and Iran.

With modern technology and an excellent workforce, Courtaulds Fibres sa. can supply its clients with a fibre of high quality both in raw material and in colour, by the Neochrome method and always under the protection of the Courteille label.

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Swire Pacific Limited**Interim Dividends for 1985
Scrip Dividends**

The average last dealt prices of the Company's shares on the stock exchanges in Hong Kong on which the Company's shares are traded, for the five trading days up to and including 11th October, 1985 were:

A shares	HKS
B shares	3.875

In a letter to shareholders from the Chairman dated 9th September 1985, it was announced that the directors had declared interim dividends on 30th August, 1985 in respect of the year ending 31st December, 1985 of 44.0c per A share and 8.8c per B share and that the directors had resolved that, as to 43.0c per A share and 8.6c per B share, these dividends should take the form of scrip dividends to be satisfied by the issue of additional A and additional B shares respectively, but that shareholders should be able to elect to receive these dividends in cash in respect of all or part of their shareholdings. To ensure that the shares of the Company continue to be authorised investments for the purposes of the Trustee's Ordinance (Cap. 29, Laws of Hong Kong), the balance of the dividends of 1.0c per A share and 0.2c per B share will be paid in cash. It was further announced that entitlements to fractional shares would be disregarded and the benefit thereof would accrue to the Company.

Applying the average last dealt prices noted above, the number of new shares which shareholders will receive in respect of their existing shares for which elections to receive cash are deposited with the Registrars in Hong Kong or with the Registrar Agents in the United Kingdom by 18th October, 1985 will be calculated as follows:

For A shares:	Number of new A shares to be received	=	Number of existing A shares	× 0.440
				24.770

For A shares:	Number of new A shares to be received	=	Number of existing A shares	× 0.440
				3.875

and will be rounded down to the nearest whole number of new shares, fractional entitlements being disregarded.

Certificates for the new A and B shares in respect of the scrip dividends, which will rank pari passu with the existing issued shares of the Company, together with the dividend warrants in connection with the cash dividends of 1.0c per A share and 0.2c per B share, will be despatched to shareholders on 1st November, 1985.

By Order of the Board
JOHN SWIRE & SONS (H.K.) LIMITED
Secretaries
Hong Kong,
14th October 1985

Swire Pacific Limited
The Swire Group
Swire House, Hong Kong

UK COMPANIES**VW Thermax falls into red**

VW Thermax, USM quoted toughened glass maker, fell sharply into the red in the year to June 30 1985. At the same time, reporting a pre-tax loss of £20.0m, against a £2.0m profit previously, the company announced the sale of its wholly-owned engineering subsidiary, VW Company for £250,000 cash.

VW Company incurred a loss before tax of £1.8m (£268,000 profit) in the year. The disposal — which is in line with the group's policy of divesting engineering interests — will, however, result in an extraordinary charge of £1.5m which has been provided for in the group's 1984-85 accounts. The purchase is Newsip, a private UK registered company.

Referring to VW Company, the directors say that following an accountants' investigation, it was discovered that the valuation of stocks and work in progress in previous years had been materially overstated.

It is estimated that the cumulative overstatement at June 30 1984 was in excess of £0.5m.

They say the correction of this overstatement has been completed, taken into account in the pre-tax loss for 1984-85. Further exceptional provisions in respect of obsolete stock, amounting to £0.28m, have been made in arriving at VW Company's operating loss for that year.

Net assets of VW Company at June 30 1985 are estimated to be £16.8m, including an amount

due from VW Thermax of £0.52m which will be repaid upon completion of the sale. Borrowings at that date, amounting to some £1.6m, are subject to guarantees by VW Thermax. A valuation of the sale in the forthcoming Newsip, procuring the release of the VW Thermax guarantees.

NO 16-71/8

It is also intended that tax losses of about £700,000 will be surrendered to Thermax (a wholly-owned subsidiary of VW Thermax) for nil consideration.

The directors say that it is likely that the group's accounts will be qualified by the joint auditors in respect of the significant overstatement of stock and work in progress as at June 1984.

Following the omission of the overstatement, the group's profit is cut to 1p net and this compares with a previous total of 5.25p. Stated earnings per 25p share declined from 13.1p to 0.2p.

Turnover of the group's continuing activities improved from £24.7m to £26.1m (£268,000). If the company's profit for the same period last year and the directors believe that, following the disposal of the engineering interest, the group can look forward to a satisfactory year.

At the end of July, the company announced the sale of its engineering interests, offshoot of the former subsidiary's pre-tax profit for the period under review was £48,000.

The directors say the results reflect a continuing improvement in the trading and financial performance of the company, which they consider to be satisfactory.

The interim dividend is raised from 4.5p to 4.85p on the enlarged rights capital — last year a total of 0.5p net was paid from pre-tax profits of £3.6m. Stated earnings per 25p share rose from 7.23p to 8.36p.

Sales in the opening half improved from £37.15m to £42.13m. The group's trading performance since June 30 has continued to be satisfactory, say the directors.

IN BRIEF

C. & W. WALKER HOLDINGS, engineering contractor and equipment maker, has made a pre-tax profit of £22,000 in the half year to August 31 1985, compared with a £15,000 loss in the 27 weeks to August 4 1984. Turnover rose from £3.36m to £3.9m, generating an operating profit of £162,000 (£76,000). Earnings per 15p share were shown at 1.02p based on shares increased by the December rights issue, against losses of 0.37p. There was again no tax.

BRISTOL STADIUM, which owns Eastville Stadium, home of Bristol Rovers, the third division football club, and which promotes greyhound racing, reduced pre-tax profits to £28,000 in the year to June 30 1985, against £143,000 last year, on turnover up from £1.24m to £1.42m. Tax took £20,570 (£96,699). The single final dividend is raised 0.2p to 1.2p a share.

METROPOLITAN LIFE INSURANCE has completed the acquisition of Albany Life Assurance Company.

FT Share Information
The following securities have been added to the Share Information Service:
Continental Illinois Corporation (Section: American), Greenwich Resources (Miner-Miscellaneous), Jacob (W & R) (Food, Groceries), Trillion (Leisure).

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**NORWAY'S
OIL BANK**

As Norwegian energy reserves are so substantial, petroleum business is of great importance to the country's economy. Union Bank of Norway has all the experience and expertise of project finance for the North Sea, as well as managing and underwriting syndicated loans and new issues. Contact in Norway Carl Erik Haavaldsen or Tom Fronth-Mathisen.

**NORWAY'S
CAPITAL MARKETS
BANK**

UBN are active as managers and underwriters in Eurobonds in Kroner and other currencies, Government Bonds and Viking Bonds — the last of which we originated. Overall our role in the Euromarkets is a vital part of the growing internationalisation of the Norwegian Banking industry. Contact in Norway Per Hagen or Morten Engbretsen.

**NORWAY'S
FOREIGN EXCHANGE
BANK**

We offer a complete range of asset and liability management services. This includes currency options, financial futures and interest rate and currency swaps. We are also the main supplier of foreign currency to the savings banks, a role that has increased both in size and importance as the banks themselves have grown. Contact in Norway Geir Bergvoll or Bjørn Kaaber.

**NORWAY'S
INVESTORS' BANK**

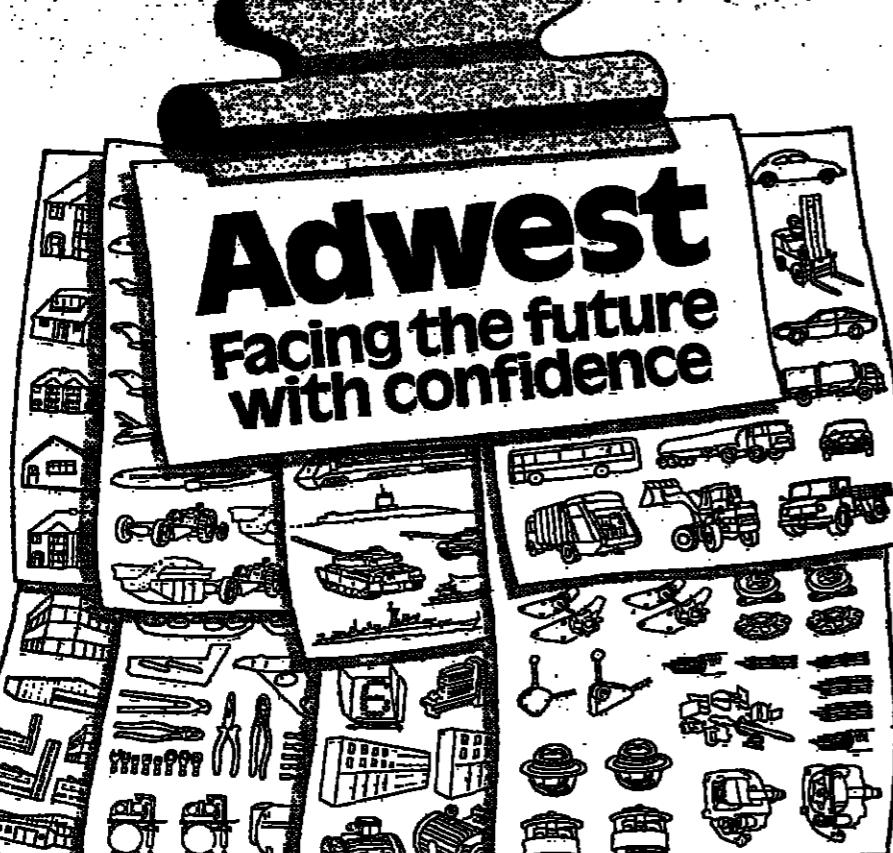
The Norwegian Stock Market has outperformed most stockmarkets over the last few years. UBN has one of the biggest stock exchange departments in Norway and is well equipped to take care of your equity transactions. We also have a leading position in domestic bond issues and secondary market trading in bonds. Contact in Norway Knut Ørbech or Stein Jodal.

**NORWAY'S
NEW BANK**

Union Bank of Norway was created on 14th October by a merger between Sparebanken Oslo Akershus and Union Bank of Norway Ltd. (Fellesbanken A/S). We are one of the "big four" in Norway with total assets of U.S. \$4.0 billion. The new bank will also be the central bank to the more than 200 savings banks in Norway with a unique network of more than 1,300 outlets all over the country.

London: Senior Representative Malcolm Stuart Allen. Tel: 01-248 0462. ■ New York: Representative Arthur L. Reisch. Tel: (212) 986-0614. ■ Luxembourg (Subsidiary) Managing Director Øyvind Pernemann. Tel: 4768731. ■ Copenhagen: Representative Ole Mølgård. Tel: 451-12733. ■ Helsinki: Representative Fred Sundwall. Tel: 3580-1725239. ■ Stockholm: Representative Hans Wenahult. Tel: 468-7901379.

Head Office: Kirkegaten 14-18, Oslo, P.O. Box 1172 Sentrum, 0107 Oslo 1. Tel: (472) 31 90 50. Telex 19470 UBN BK. Domestic name: Sparebanken ABC.

**Union Bank
of Norway**

Mr F. V. Waller, Chairman, reports turnover up from £70.5 million to £77.3 million and profit before tax increased from £8.3 million to £8.7 million.

A total dividend is recommended of 7.75p per share compared with 6.7p — an increase of 15.7%.

Results for the year were adversely affected by industrial action at two companies in the Automotive division but improved results from these and other Group companies are now anticipated.

Income from property developments has again increased and this is expected to continue next year.

THE FUTURE

The Board looks to the future with confidence. Income from properties will continue to grow whilst most of the Group's engineering companies have growth possibilities. The company's cash position remains strong and will improve as the year goes on. The search will continue for suitable companies to acquire.

Current indications are that the Group will have a successful year.

Copies of the Annual Report, containing the Chairman's Statement in full, are available from:

The Secretary, Adwest Group p.l.c., Reading RG5 4SN.

Adwest Group

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Dentons House, 90 Chancery Lane, London WC2A 1EL. Tel: 01-242 1122.
And also at
Heavitree Quay, Marsh Wall, West India Docks, London E14 9SR. Tel: 01-515 7676.
Hong Kong
Denton Hall Burgin & Warrens, 1000 Fitzwilliam House, Harcourt Road, Hong Kong. Tel: 5-256272.
Singapore
Denton Hall Burgin & Warrens, Suite 3808, 38th Floor, OCBC Centre, Cavenagh Street, Singapore 0103. Tel: 5342334-5.
Los Angeles
Denton Hall Burgin & Warrens, 13277 West Olympic Boulevard, 6th Floor, Los Angeles, California 90064. Tel: (213) 332 3301.

APPOINTMENTS

INTERNATIONAL

Accountancy group KMG chooses Dutch chairman

Mr Paul Boschma of Holland becomes chairman of KMG worldwide replacing Dr Reinhard Goedeler who was the group's first chairman for six years. Mr Boschma was formerly chairman of the Groupe d'Etudes.

Mr John Kirkpatrick of KMG Thomson McIntosh steps down after six years as chairman of KMG's Region 1 (Europe, Africa

and Middle East) and is replaced by Mr John Gath of KMG Jespersens, who is also president of the Danish Institute. Mr Bill Morrison, executive partner of KMG Thomson McIntosh, has been appointed to the central management committee of KMG. These appointments were made at the annual conference of KMG, held recently

in San Francisco.

The group has extended membership to firms in Columbia, Ireland and Jordan. These are Amzequaqia Cls, Eustroskum HF and Michel Sindahl & Co. KMG has opened its first office in the People's Republic of China at Beijing.

Xerox restructures Crum & Forster

BY PAUL TAYLOR IN NEW YORK

XEROX, THE U.S. office equipment group which recently underwent major restructuring and strengthening of its beleaguered financial services organization, has followed the move with a sweeping management re-organisation of the insurance subsidiary in the wake of the resignation of Crum and Forster's chairman and the retirement of its vice-chairman.

Xerox, which said it had "accepted the resignation" of Mr John Lundberg, Crum and Forster's chairman, and that Mr Donald McComber, the insurance unit's vice-chairman, had announced his retirement, said it was appointing a new management team, including three senior Xerox executives, to run the property/casualty insurer.

The management changes include the appointment of Mr

Malvin Howard, Xerox's vice-chairman and president of its financial services organization, to the additional post of chairman and chief executive of Crum and Forster.

Mr Sidney Wentz, president and former chief financial officer of Crum and Forster, remains president and treasurer and assumes the additional title of chief operating officer. Together with Mr Howard he will form an executive office to direct the management of the insurance subsidiary.

Other changes include naming Mr Donald McIntyre, Xerox's vice-president and treasurer, to be vice-chairman and chief financial officer of Crum and Forster and the appointment of Mr James Cutro, a Crum and Forster senior executive vice-president, to be a vice-chairman and chief administrative officer.

The company has appointed Mr Smart Ross as chief financial officer. He remains controller.

Mr David Koenig, Xerox chairman and chief executive, who an-

nounced the management changes, said: "This re-organisation, plus other recent moves, positions us to grow our property and casualty business over time and fully participate in the more favourable conditions emerging in that industry."

Mr Howard has made a number of key moves to strengthen the unit, including closing down a small financial guarantee insurance unit, bolstering inadequate loss reserves at another Crum and Forster unit, and the addition of \$200m in new capital to the insurance subsidiary.

The company has appointed Mr Smart Ross as chief financial officer. He remains controller.

Mr Oswald H. Stanbli has succeeded Mr Erich Sievers as chairman of VISCOUSUISSE, Switzerland's leading fibres producer and a subsidiary of the French Rhone-Poulenc Group. Mr Sievers has retired from the Emmenbruecke-based company's board on reaching the statutory age limit. Mr Stanbli was appointed Viscouisse's managing director in April.

The management changes are from January 1, 1986.

Changes at Kuoni

BY JOHN WICKS IN ZURICH

Early next year Mr Kari Heininger, 44-year-old general manager of the Zurich-based international travel-agency group KUONI, is to become deputy to Mr Jack Bölli (62), the company's chairman and managing director.

Mr Hans-Rudolf Egli will succeed Mr Heininger at the head of the Swiss division and will also be responsible for marketing. Mr Egli is to be promoted to general manager.

accounted for SwFr 52m of the group's SwFr 1.25bn turnover. Among the leading foreign subsidiaries is the long-distance specialist Kuoni Travel, of Dorking.

Mr Heininger is to take over responsibility from Mr Bölli for the international division, which last year

achieved a turnover of \$1.25bn.

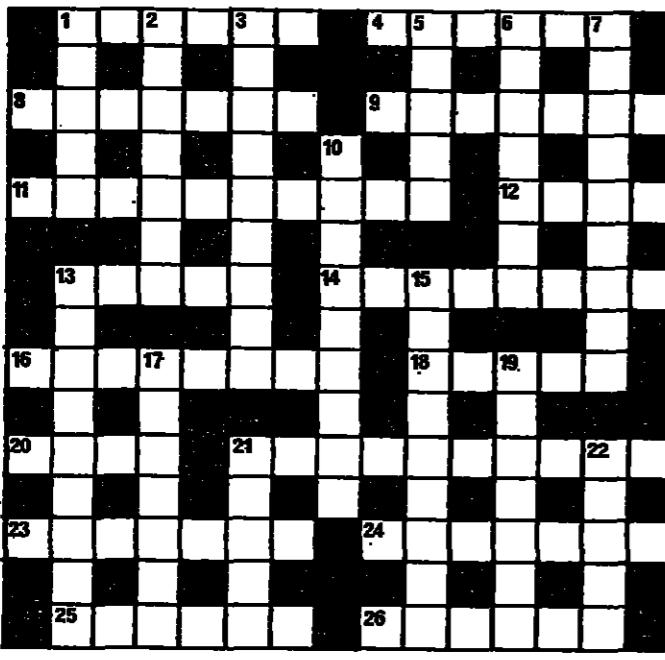
The Sperry board also elected three senior vice presidents: Mr Frank P. Castaldi, finance; Mr Edouard P. Gilbert, controller and management information systems; and Mr John P. Karalis, general counsel.

President for Sperry

Mr Joseph J. Kroger has been elected president and chief operating officer position is being reinstated now." Mr Probst said. "Because of the need for a new management structure to lead Sperry's transition from a diversified manufacturer with a financial holding company orientation, to an operations-oriented company concentrating on computers and other electronic systems and equipment."

The Sperry board also elected three senior vice presidents: Mr Frank P. Castaldi, finance; Mr Edouard P. Gilbert, controller and management information systems; and Mr John P. Karalis, general counsel.

F.T. CROSSWORD PUZZLE No. 5,846



ACROSS

- Motorway fury at illusory prospect of refreshment (6)
- A fine state to be in (6)
- All the same, a soldier has to assume it (7)
- Deliver a new agreement to the present tenant (7)
- Fought mild shrieks, perhaps (10)
- Famous ship is short of freight (4)
- Source of wild laughter (5)
- Hibernian leads a machine operator a lively dance (5, 3)
- Henry takes in a revolting character, making a blower (5)
- Kind of music popular with children? (5)
- Record turn-over? (4)
- Sound chap in broadcasting (7, 3)
- Conclude there's no place for the damned (7)
- Hill can sing well, it seems (7)
- Is in a hide to see a bird (6)

DOWN

- Menace that surrounds a soldier (6)
- Minks seen around Russian city (5)
- Game-warden? (7)
- Men involved with a tiger shoot (8)
- Don't go on about me to improve matters (5)
- Laundry-bay (3, 4)
- Simple departure is without formality (4-5)
- It's often taken up by winter sportsmen (5-4)
- People are known to hit them (9)
- What holds the saddle on a certainty? (3, 1, 5)
- Not far out in marine navigation (7)
- What disturbs an Asian nun, I conclude, is not excitement (5)
- Turncoats, of course (5)
- The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

UK APPOINTMENTS

Senior Post Office job

Mr John Roberts joins the POST OFFICE board as managing director counter services from today. He is at present director counter services and succeeds Mr Alan Clinton, who is retiring. Mr Roberts joined the Post Office in 1967. In 1980 he was appointed secretary designate of the Royal Post Office Commission, and on the re-organisation of the corporation in 1981 combined the posts of secretary and director counter services. He relinquished the duties of secretary in 1982.

Mr Gary Noble has been appointed editor of Farmers Weekly. He joins the magazine published by BUSINESS PRESS INTERNATIONAL, from one of the group's other publishing divisions, Transport Press. He was publisher of Motor Trader and Railway Gazette International.

Mr P. C. Badcock and Mr G. A. Sutton have joined the board of BREDERO PROJECTS. Mr Badcock is to be responsible for finance and administration. Mr Sutton was previously deputy director of Bredero Projects, having joined the company in 1978.

The appointments are intended to strengthen the management team at a time when the company is becoming involved in more large development projects.

Mr Barry Myers has been appointed managing director of CEMENTATION CIVIL AND

STRUCTURES LTD.

Mr Tony Clark has been appointed sales director of UNITUBES, the electrical manufacturing company. Mr Clark joined UNITUBES in 1980 as business development manager for new products.

Mr Peter Pears has been appointed a director of THE CREDIT INSURANCE ASSOCIATION, a member of the Hogg Robinson Group. Mr Pears joined CIA in Birmingham 33 years ago. In his new post, he will concentrate on major clients in the Midlands region.

Mr R. J. Preston has been appointed financial director of SPECTROS INTERNATIONAL. He was previously financial director of Hove Boot and Sons.

Mr Joe Haines has been appointed to the board of MIRROR GROUP NEWSPAPERS. Mr Haines is the political editor of the MGN group.

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AUTHORISED UNIT TRUSTS & INSURANCES

Closing prices, October 11.

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 37

NYSE COMPOSITE CLOSING PRICES

Continued from Page 36

12 Month High	Low	Stock	Div.	Yld.	P/E	52 Wk.	1984 High	Low	Class Share Chg.	Div. Per Share	Close Price	Chg.
25.1	21.0	Perf. 5.3	15	41	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
17.7	14.4	Perf. 5.05	20	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
5.6	4.9	Perf. 5.05	21	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
24.2	21.0	Perf. 5.05	22	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
45.6	38.5	Perf. 5.05	23	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
55.6	52.0	Perf. 5.05	24	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
112.5	100.0	Perf. 5.05	25	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
100.0	95.0	Perf. 5.05	26	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
112.5	100.0	Perf. 5.05	27	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	28	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
75.0	70.0	Perf. 5.05	29	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
112.5	100.0	Perf. 5.05	30	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	31	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	32	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	33	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	34	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	35	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	36	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	37	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	38	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	39	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	40	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	41	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	42	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	43	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	44	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	45	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	46	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	47	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	48	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	49	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	50	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	51	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	52	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	53	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	54	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	55	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	56	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	57	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	58	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	59	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	60	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	61	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	62	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	63	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	64	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	65	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	66	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	67	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	68	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	69	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	70	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	71	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	72	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	73	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	74	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	75	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	76	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	77	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	78	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	79	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	+1.7
12.0	10.0	Perf. 5.05	80	24	4.7	1.7	26.7	21.0	+1.7	1.7	24.7	

